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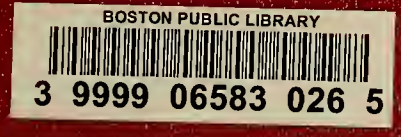

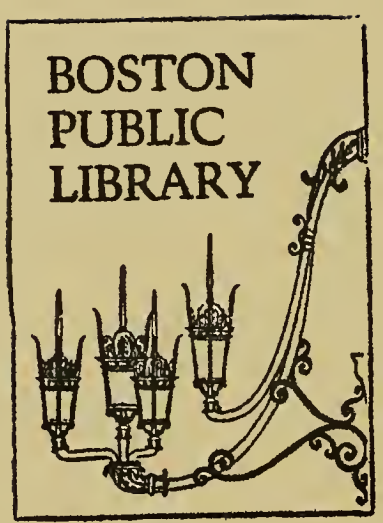
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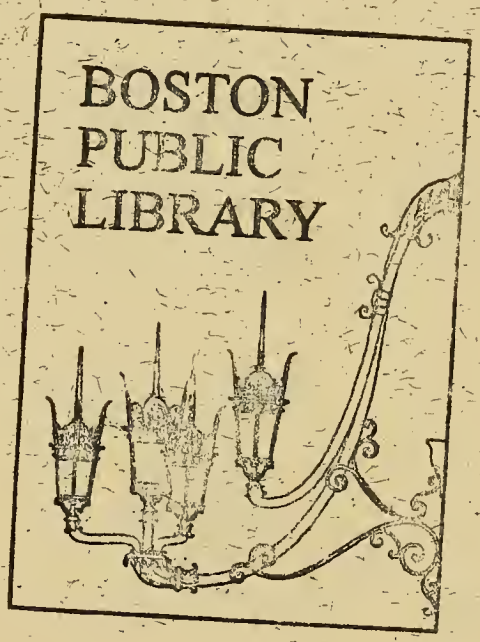
MAYOR'S TRANSITION COMMITTEE

Briefing Documents



CITY OF BOSTON
THOMAS M. MENINO, *Mayor*

BOSTON REDEVELOPMENT AUTHORITY
PAUL L. BARRETT, *Director*
CLARENCE J. JONES, *Chairman*
MICHAEL F. DONLAN, *Co-Vice Chair*
CONSUELO GONZALES-THORNELL, *Co-Vice Chair*
JAMES K. FLAHERTY, *Treasurer*
JOSEPH FISHER, *Secretary*

MEMORANDUM

TO: Mayor's Transition Committee

FROM: Paul L. Barrett, Director, Boston Redevelopment Authority

DATE: December 3, 1993

SUBJECT: Department Questionnaire

In response to your memo of November 22, I would like to provide the following information:

1. MAJOR ISSUES REQUIRING IMMEDIATE ATTENTION

Work in Progress. The following are ongoing projects of the Authority currently being undertaken or reviewed.

Major Development Projects

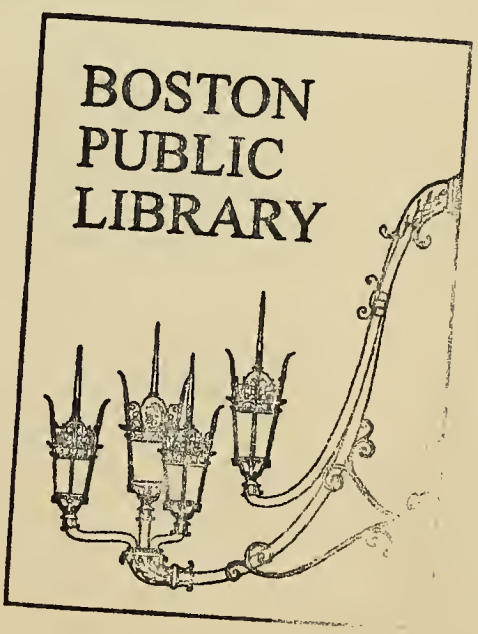
- Redevelopment of Digital and Stride Rite facilities
- South Station Phase I
- Ruggles Center Phase II
- New Federal Courthouse/Fan Pier
- World Trade Center/Hotel Development
- New State Courthouse/New Chardon Street
- Custom House Tower

Institutional Development

- Dana-Farber Research Facility
- Tufts University Nutrition Center
- Biosquare Phase 2
- South End Health Center
- Whittier Street Health Center
- Children's Hospital Garage
- New England Baptist Ambulatory Care Center

Charlestown Navy Yard

- Medford Street By-Pass Road
- Yard's End Development
- New Gate 6 Project
- Biotechnology Expansion Projects



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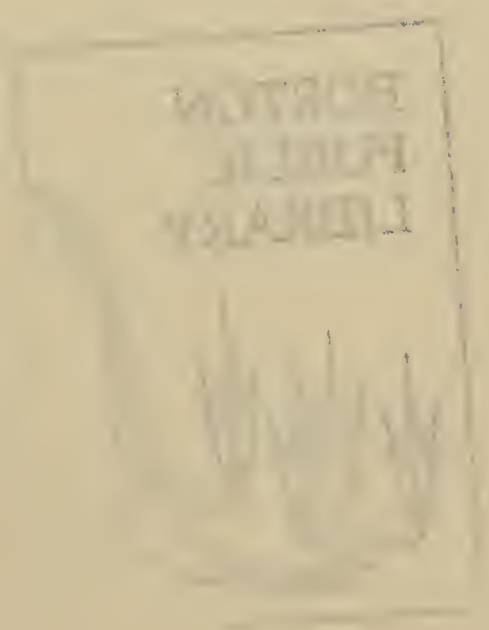

Midtown Revitalization

- Hinge Block Redevelopment
- Suffolk Law School Development
- Parcel 30/Commonwealth Center
- Emerson College/Redevelopment of 80 Boylston Street

Major Planning Efforts

- Completion of Downtown Zoning
  - Cambridge Street South
  - Stuart Street District
  - Financial District
- Completion of Neighborhood Zoning
  - West Roxbury
  - Mattapan/Franklin
  - Dorchester
  - South Boston
  - Charlestown
  - South End
  - Mission Hill
  - Longwood Institutional District
- Boston Marine Industrial Park Master Plan
- Central Artery Land Use Plan
- Fort Point Channel Public Realm Plan
- Boston State Hospital Master Plan
- Allston Landing Master Plan
- Crosstown Corridor Plan/Circumferential Transit
- Planning of rail connections to the Port of Boston
- Longwood Medical Area Master Plan
- Consolidated Development Review/Article 80
- Establishment of state and federal Empowerment/Enterprise Zones
- South End Land Trust
- Industrial Development Plan/EOCD Grant

Housing Development

- Charlestown Navy Yard/Building 104
- Lowell Square
- Lewis Mall
- Roxbury Infill Development
- New England Shelter for Homeless Veterans
- Habitat for Humanity
- YouthBuild
- Roxbury Infill

2. UNSOLVED PROBLEMS OR OPPORTUNITIES

Agency Financing

In fiscal year 1986, the BRA received $5.8 million from the City to fund operating expenses. This was reduced to $3.1 million in 1987 and eliminated in fiscal year 1988, the first year in which no revenue was received from the City for operating expenses. The BRA relied on its real estate inventory to provide funds for operations. When the real estate market subsided, revenues declined and the BRA responded by decreasing its operating budget. Downsizing and restructuring programs were implemented. As a result, the 1994 operating budget of $12.8 million will reflect a reduction of $9 million or a 41 percent decrease from 1988.

With the decline in revenues, the BRA continues to monitor its operating expenses, but more importantly must secure a dedicated funding source to offset the uncertainty of the real estate market. This new source of revenue will ensure the BRA's ability to expand the City's economic base, revitalize its neighborhoods, and increase job opportunities for City residents. A new source of revenue could be provided by the restructuring of the City's economic development agencies as recommended by the Walsh Commission. (This is explained in Section 3 of this Memorandum, Organizational Arrangements.) In addition, foreclosed properties and viable properties being held by the Real Property and Public Facilities Departments could be transferred to the BRA for development. This would provide the City with new tax revenue, create jobs and housing, and provide the BRA with disposition revenue.

City/State Development Coordination

Certain regulations of the Commonwealth of Massachusetts are creating obstacles to economic development which are particularly burdensome for waterfront projects. The state's Waterways Regulations implementing M.G.L. Chapter 91 are administered by the Department of Environmental Protection (DEP). These regulations, which cover a substantial portion of the Boston waterfront in downtown and Fort Point Channel/South Boston, have a negative effect on economic development in the City in three ways. First, the regulations are inappropriately restrictive for an urban waterfront and contrary to promoting well-balanced economic development. Second, the permitting process is extremely costly and time-consuming and has delayed projects to the point of preventing them altogether. Third, the geographic jurisdiction covers far more than what can reasonably be considered as the waterfront, including South Station, for example.

Moreover, other state agencies have jurisdiction in the permitting of these projects, including the MEPA office of the Executive Office of Environmental Affairs and the Office of Coastal Zone Management. These reviews often overlap with little coordination among them. While the BRA has been working with the state and developers at the administrative level to overcome these problems, legislative changes could be pursued. Specifically, legislation could establish an appropriate jurisdictional boundary for the waterfront, incorporate changes to reflect the urban character of Boston, and include allowances for needed flexibility.

Central Artery Air Rights

The Massachusetts Highway Department (MHD) intends to surplus the 22 parcels which constitute the air rights over the Central Artery. Zoning is in place controlling the use of these parcels. However, no process has been established by which MHD, the state's Division of Capital Planning and Operations, and the BRA will surplus the properties and seek developers for the development sites; identify ownership, construction, and maintenance responsibilities for the open space parcels; or agree to the treatment of the parcels that will contain the on- and off-ramps. While the parcels may not be available for up to ten years, these responsibilities should be identified to ensure that the design of the highway can accommodate anticipated open space and building construction, and that operating expenses are incorporated into the appropriate budgets.

Custom House Redevelopment

The Custom House, owned by the BRA, is to be renovated by the Beal Companies in conjunction with the Board of Trade Building at 131 State Street as a 340 room luxury hotel operated by Inter-Continental Hotels. Total development cost is expected to exceed $100 million. A serious obstacle to this redevelopment is the terms of disposition with the U.S. General Services Administration. These terms set forth a purchase price of $11 million, of which the BRA has paid approximately $4 million. Given the BRA's current financial position and the serious burden this debt places on a financially precarious development proposal, assistance is needed in restructuring the BRA's note and future financial obligations. A Section 108 Loan Guarantee may be the necessary resource to make this project a reality.

Boston State Hospital

The former Boston State Hospital site in Mattapan represents a significant economic development opportunity within the City of Boston. This 175-acre site is the largest undeveloped property remaining in Boston. Boston's Economic Development and Industrial Corporation (EDIC), the BRA, and the Lena Park Community Development Corporation have entered into a partnership to

redevelop the site. The partnership submitted a proposal to the Commonwealth of Massachusetts for a $250 million, 1.5 million square foot development. Two major unresolved issues exist with respect to the site's redevelopment. The first is a lack of consensus in the state legislature around the disposition and use of the property. Legislative approval is required under Chapter 7 of the Massachusetts General Laws. The second is the high cost of infrastructure improvements, currently estimated at between $20 and $25 million. A Request for Proposals has been issued by EDIC for a civil engineering study and cost analysis of necessary infrastructure improvements.

Neighborhood Housing Trust

The seven-member Neighborhood Housing Trust is responsible for awarding linkage funds to housing developments. There are upcoming term expirations on the Trust. The five mayoral appointee seats will expire on January 14, 1994. (Of these, one seat is currently vacant. The other mayoral appointees are Larry Dwyer, John Connolly, Marlena Richardson and Victoria Williams. The City Council President's appointee is currently Brian McLaughlin. In addition, the City's Collector/Treasurer serves as the managing trustee and as a voting ex officio member.

A number of proposals currently before the Neighborhood Housing Trust require action, including The New England Veteran's Shelter, BioSquare's Coalition to End Elder Homelessness, Roxbury Action Program, Casa Esperanza, and Nuestra Comunidad's Boston Coop Housing Initiative. Finally, a number of administrative matters require attention.

Single Family Initiative

The Single Family Initiative is a program directed toward expanding home-ownership opportunities. It is in the conceptual stages and could be established in the near term. The goals of the program are to increase the supply of single family homes, promote stronger and safer neighborhoods, restore City-owned properties to the tax rolls, expand the City's tax base, and afford individuals an opportunity to build their own homes with adequate open space. Six sites have been identified. Attention would be focused on attracting smaller development enterprises to compete for the sites, construct the homes, and secure home buyers. No City funds would be required to build these homes.

3. ORGANIZATIONAL ARRANGEMENTS

At present legislation is pending to merge the Boston Redevelopment Authority (BRA) and the Economic Development and Industrial Corporation (EDIC). This legislation was referred to the Senate with the understanding that no further action would be taken until a new Mayor was elected and expressed his opinion

on the act. It must next go to the House for action. The proposed legislation will make each member of the Board of Directors of the BRA a member of the Board of Directors of EDIC. Each director's term on the two boards will expire concurrently. Merging the two boards will create efficiencies of policy and will streamline the permitting procedures and planning functions. It will allow the two agencies to synchronize the City's economic development activity.

While the legislation is pending, the BRA and the EDIC have entered into a Management Agreement by which the Director of the BRA also serves as the Director of the EDIC, and the BRA Board reviews matters for both agencies. To this end, Paul Barrett, the BRA Director, spends a portion of each week at each office.

The restructuring the two agencies was recommended by the Walsh Commission (headed by Robert F. Walsh, a former director of the Boston Redevelopment Authority), as one of a number of measures designed to cut red tape, bring greater predictability and accountability to procedures for reviewing and approving new development and encourage greater economic growth and job creation in Boston.

The restructuring of Boston's two principal development agencies reflects changes that occurred in the city's economy over the past decade. In the 1980s, when Boston experienced an unprecedented period of growth, the city could choose among numerous development proposals. Boston responded to these growth pressures by putting in place a number of growth management policies, including requirements for extensive community review of new projects.

But Boston's development picture changed dramatically in the early 1990s, with most large commercial projects canceled or put on hold. Vigorous growth is still being seen in the city's health care and other institutional sectors, but, as the Walsh Commission report notes, ". . . there is a broad consensus across the city that Boston must revise its economic strategy [to reflect] the realities of the 1990s."

To compete effectively in a global economy, it is believed that resources and strategic planning should be in one place. The new agency would have a number of tools at its disposal to further economic growth. It has the capacity to do land use planning, zoning, permitting, and marketing. It can assemble and dispose of land. It can grant tax agreements that guarantee tax stability for new development and have bonding authority. It can run job training programs that prepare Boston residents for jobs in every sector of the economy. Not all of these tools may be needed for any one project, but all should be available and easily accessible so that Boston can respond quickly to the needs of investors.

The merger of the two agencies is similar to a policy move taken by Boston in 1960, when the city's planning board was abolished and its powers transferred to the BRA. By combining the power to plan and implement development in one agency, Boston was able to formulate -- and receive funding for -- large-scale renewal projects that changed the face of the city and rejuvenated its economy.

Today, Boston is in an ideal position to attract knowledge-based industry, whether that involves fledgling biotech companies or the continued expansion of our medical and health care facilities. But it is the nature of the global economy that decisions on location are regional in nature and cities need new strategies and more efficient processes to compete for new investment.

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BOSTON ZONING COMMISSION

Name	Title	Expiration Date
Richard B. Fowler	Chairman	May 1, 1996
Robert L. Marr	Vice Chairman	May 1, 1996
John H. Bean	Commissioner	May 1, 1994
Fernando J. Domenech, Jr.	Commissioner	May 1, 1995
Robert L. Fondren	Commissioner	May 1, 1995
William Galbraith	Commissioner	May 1, 1996
James Greene	Commissioner	May 1, 1996
Joan M. McGrath	Commissioner	May 1, 1995
Brent E. Shay	Commissioner	May 1, 1995
T. Edward Sheehan	Commissioner	May 1, 1995
William Tarlow	Commissioner	May 1, 1994

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NEIGHBORHOOD HOUSING TRUST

Name	Title	Expiration Date
Appointed by Mayor		
Lawrence Dwyer	Chairman	January 14, 1994
Marlena Richardson	Trustee	January 14, 1994
John Connelly	Trustee	January 14, 1994
Victoria Williams	Trustee	January 14, 1994
Vacant	Trustee	January 14, 1994
Vacant	Trustee	January 14, 1994
Appointed by the Council President		
Brian McLaughlin	Trustee	January 14, 1994

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BRIEFING DOCUMENTS

1. AGENCY BACKGROUND

   A. Enabling Legislation

   B. Mission Statement

   C. Mandated Functions

   D. Recent Mergers, Internal Reorganizations, or Functional Reassignments

   E. Composition of all Advisory or Governing Boards (including Names and Terms of Board Members)

   F. Locations of Main Office and Satellite Offices

2. AGENCY SERVICES

   A. Services Provided by Your Department or Office (including Services Not Mandated in the Departmental Budget)

   B. Distribution of Services by Neighborhood

   C. Service Delivery Map and/or Schedule

   D. Significant Outcome Measures Used by Your Department (Outside Those Listed in the Budget)

3. AGENCY BUDGET

   A. Three Year History of Major Budget Categories and Expenditure Patterns (e.g., Management and Line Personnel, Major Contracts, M/WBE Compliance, Equipment Purchases, Office Rentals)

   B. External Funding Received, Lost, or Anticipated (including Trusts and Other Controlled Accounts)

   C. Projected FY 1994 Budget Given Current Rate of Spending

4. AGENCY PERSONNEL

A. Budgeted Headcount for FY 1994

B. Actual Personnel Complement

C. Listing of Any and All Personnel Who Are Not Paid on Your City of Boston Departmental Payroll(s) (Identify the Source of Funds for Each Employee)

D. Personnel Hired and Paid Outside of the City Budget (including Grant Sources and Reassignments from other Departments)

E. Supervisory Span of Control: Top Management, Middle Management, and Supervision of Direct Line Staff

F. Description of Employee Training Programs

G. Affirmative Action Data

H. Unions or Civil Service Provision in your Department

I. Standard Work Day and Work Week

J. Provisions for Night and Weekend Coverage

K. Provisions for Flex-Time and Job Sharing

L. Provide the Name and Title of Personnel Performing the Following Functions:

- Personnel Management and Training
- Legal Services
- Press Relations
- Public Information
- Management Information Systems (MI)
- Planning and Development
- Labor Relations
- Proposal Writing and Grant Applications
- Intergovernmental Relations and Interdepartmental Liaisons

5. AGENCY USE OF TECHNOLOGY

- Information and Communications Technology Available to Assist in Office Management, Data Management, Planning and Research, Staff Supervision, and Direct Supervision of City Services
- Dates When the Technology was Last Updated
- List of All Contractor or Donated Services

6. MAJOR PROJECTS

A. Major Projects Completed During the Past Year

B. Projects That are Not Yet Completed or are in Planning

7. MAJOR BARRIERS TO ACHIEVING AGENCY MISSION

- Identify the Major Barriers (Financial, Legislative, Structural) That Impede your Agency's Ability to Carry Out its Assigned Responsibilities

8. AUDITS AND STUDIES

- Attach Any Relevant Audits or Studies of your Department or its Operating Divisions that have been Completed During the Past Three Years (or are About to be Completed). Summarize their Findings and Recommendations and Discuss Management Actions Taken in Response.

9. MAJOR COLLABORATORS

A. List of Consultants Working with your Department (Both Under Contract and Pro Bono)

B. List the Key Citizen or Neighborhood Groups Who Inform and Shape your Department's Service Plan

C. Identify the Major Collaborators Both Within City Government and Outside that your Agency Depends upon or Works Closely with to Define and Meet its Goals (including Governmental, Not-For-Profit, and Citizen Groups)

Enabling Acts

A summary of the BRA's creation, powers and functions follows. A complete compilation of the enabling acts is provided in a separate document.

CREATION, POWERS AND FUNCTIONS

A. STATUS AS A REDEVELOPMENT AUTHORITY

1. Creation

The BRA was created in 1957 as a redevelopment authority under former Massachusetts General Laws ("G.L.") c. 121, Section (§) 26QQ, the predecessor to the present G.L. c. 121B, §4. As originally enacted in 1952, G.L. c. 121, §26QQ applied to all cities and towns except Boston.[1] Section 26QQ was amended in 1957 to include Boston.[2] In accordance with the procedure established by §26QQ, the Certificate of Organization of the BRA was signed by the Secretary of State on October 4, 1957, pursuant to a vote by the Boston City Council on August 19, 1957.[3]

Section 26QQ of c. 121 provided that redevelopment authorities and their members "shall have the same functions, rights, powers, privileges and immunities and be subject to the same duties, limitations and obligations as is provided by law in the case of a housing authority and the members thereof in carrying out land assembly and redevelopment projects . . . and the power to initiate land assembly and redevelopment projects in such redevelopment authority therein."[4]

2. Powers Under Chapter 121B

In 1969, the provisions of G.L. c. 121 relating to housing and redevelopment authorities were replaced by a new "Chapter 121B" or G.L. c. 121B, as set forth in St. 1969, c. 751.[5] Section 1 of this chapter replaced the term "land assembly and redevelopment project" with the term "urban renewal project", defined as "a project to be undertaken in accordance with an urban renewal plan" for land acquisition, clearance, rehabilitation and conservation, relocation of displaced persons, and construction of streets, utilities, parks and related improvements. Section 4 of c. 121B contained language concerning creation of redevelopment authorities similar to that which formerly appeared in G.L. c. 121, §26QQ, and Section 5 of St. 1969, c. 751 provided that a redevelopment authority created under the prior statute "shall be deemed to be, and shall have all the powers, rights, duties and obligations of" a redevelopment authority created under G.L. c. 121B, §4.

Section 11 of c. 121B provides that redevelopment authorities (as well as housing authorities) are "operating agencies" with

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[1]Statutes (St.) 1952, c. 617, §4.

[2]St. 1957, c. 150, §1.

[3]1957 City Council Minutes 223; 1957 City Record, September 7, 1957.

[4]The statutory scheme as it existed prior to the enactment of Chapter 121B in 1969 is explicated in Aronson, The Boston Redevelopment Authority: A Quasi Public Authority, 40 B.U. L. Rev. 466 (1963).

enumerated general powers, and §9 of c. 121B provides that redevelopment authorities are also "urban renewal agencies," with the additional powers set forth in §§45 to 57 of that chapter. Section 46 grants to redevelopment authorities the power to identify "decadent, substandard or blighted open areas," to prepare and execute plans for their "clearance, conservation and rehabilitation," to prepare "urban renewal plans" and, after approval by the City Council, the Mayor and the state Department of Community Affairs with the Executive Office of Communities and Development ("DCA") to carry out "urban renewal projects" pursuant to urban renewal plans.

3. Powers Under Chapter 121A

Massachusetts Geneal Laws Chapter 121A provides for the construction of projects in "blighted, open, decadent or substandard areas" by "urban redevelopment corporations" (also partnerships, joint ventures and trusts) formed for that purpose.[6] Prior to 1960, Chapter 121A required approval by the "state housing board" for the formation and operation of such an entity in any municipality, including Boston.[7] DCA is the successor agency to the "state housing board". In 1960, pursuant to St. 1960, c. 652, §12, the powers and duties of the "state housing board", or now DCA, with respect to Boston 121A projects were conferred on the BRA, acting with the approval of the mayor only, subject to certain special provisions relating solely to Boston.[8] Thus, in Boston the state, by and through DCA, has no role in the approval, amendment or termination of 121A Projects.

B. STATUS AS PLANNING BOARD

Section 12 of St. 1960, c. 652 also abolished the "city planning board" of Boston, and conferred on the BRA all of its powers and duties, and all of the powers and duties of a planning board under G.L. c. 41, §70. As a "special law" relating only to Boston, §12 has the same force as if it was part of the city charter, and is subject to amendment only as provided in the Home Rule Amendment to the Massachusetts Constitution.[9]

The first sentence of the second paragraph of §12 read as follows:

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[6]G.L. c. 121A, §§1 and 3.

[7]St. 1945, c. 652, as amended by St. 1953, c. 647.

[8]The constitutionality of the bill which preceded St. 1960, c. 652, §§12-14 was generally approved by the Supreme Judicial Court. Opinion of the Justices, 341 Mass. 760 (1960).

[9]Amendment Article LXXXIX, amending Amendment Article II, effective November 8, 1966. Section 9 of Article LXXXIX provides for existing special laws to have the force of a city or town charter, and §§3, 4 and 8 provide the exclusive mechanisms for amending a municipal charter. The Attorney General has expressed the opinion that a bill which would have amended Chapter 652 to provide for compensation to the members of the BRA could not be constitutionally adopted except pursuant to the procedures set forth in Article LXXXIX for charter amendments. 12 Op. Att.y Gen. 211 (1967).

"The authority shall further have the powers and perform the duties from time to time conferred or imposed on planning boards of cities in Massachusetts by general laws applicable to Boston, including section seventy of chapter forty-one of the General Laws, and shall also have the powers and perform the duties conferred or imposed by statute or ordinance on the city planning board of the city of Boston immediately prior to the taking effect of this act; and for all purposes, including those of sections twenty-six KK and twenty-six ZZ of chapter one hundred and twenty-one of the General Laws, the authority shall be deemed to be a planning board established under said section seventy."

Section 12, as well as conferring the powers of a planning board on the BRA, provided that "for all purposes . . . the authority shall be deemed to be a planning board established under [G.L. c. 41, §70]." This sweeping language gives the BRA a dual character. On the one hand, it continues to act as a redevelopment authority under present M.G.L. c. 121B, §4, while on the other it is also to be considered a planning board "for all purposes" when it acts as such.

Certain of the BRA's powers and duties as a planning board derive from G.L. c. 41, §70 and others from statutes and ordinances applicable to a city planning board on September 7, 1960, when c. 652 took effect.

1. Status as Section 70 Planning Board

Section 12 conferred on the BRA the powers and duties from time to time of a planning board under c. 41, §70 and other general laws applicable to Boston.[10] Section 70 provides that a planning board shall make studies and plans for development, and subsequent sections of the same chapter require the planning board to make an annual report (§71), and authorize cities to make ordinances for carrying out the purposes of §70 and to appropriate money therefor (§72).

2. Status as City Planning Board

Section 12 provided for the BRA to succeed to the powers and duties of the city planning board "imposed by statute or ordinance" as of the enactment of that statute.[11]

Urban Renewal Plans. Section 12 referred explicitly to G.L. c. 121, §§26KK and 26ZZ, recodified in 1969 as c. 121B, §48, which granted to municipal planning boards a right of approval over urban renewal plans.

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[10]G.L. c. 41, §81A, under which municipal planning boards have been established since 1936, does not apply to Boston.

[11]The introduction to the City of Boston Code St. 8 states that, "There appear to have been no special statutes in effect at the time, and the ordinances deal only with the membership of the old Board. Ord. 1940 c. 1; Ord. 1913 c. 6 (Rev. Ord. 1947 c. 12). (Special Statutes concerning the City Planning Board of historical interest only are St. 1953 c. 414 and St. 1954 c. 119.)" This statement is not entirely correct, as is demonstrated in the text.

City Ordinances. City ordinances in effect prior to the enactment in 1960 of c. 652 conferred on the city planning board and its officers the responsibility to plan and advise concerning development matters.[12]

Zoning Enabling Act. The most significant of the powers and duties derived by the BRA from its status as city planning board are those which were conferred on the city planning board in 1956 by the Boston Zoning Enabling Act,[13] and, subsequently, by the Boston Zoning Code.[14] Section 3 of the original Enabling Act provided that no zoning regulation or amendment,

> "shall be adopted until the city planning board of the City of Boston shall have submitted a report with recommendations concerning such regulation or amendment or allowed twenty days to elapse after receipt from the zoning commission of a request for such a report without making such report . . ."

Section 8 of the original Zoning Enabling Act provided for the city planning board to get notice of appeals pertaining to zoning relief and of decisions on such appeals. These powers and duties devolved on the BRA in 1960 when it was constituted the city planning board under Section 12 of Chapter 652; the Zoning Enabling Act was amended accordingly in 1966.[15]

Boston Zoning Code. Section 2 of the Zoning Enabling Act authorized the Boston Zoning Commission (created by Section 1 of the act) to adopt zoning regulations for the City of Boston. Regulations were adopted by the commission on March 29, 1963, and became effective

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[12]Footnote 2 of Simonian v. Boston Redevelopment Authority, 342 Mass. 573, 576 (1961), contains the following language:

> "Ordinances of Boston, 1952, c. 4, §3, as in effect September 7, 1960, calls for studies of resources, possibilities and needs of the city, and a master plan, with specification of many details to be covered by it. The office of planning administrator, transferred to the authority, had these functions: "Supervise the activities of the City Planning Department, its Director of City Planning and its consultants; recruit staff personnel; develop, frame, review, and recommend city planning policy, objectives, plans, programs, and procedures for the consideration of the City Planning Board; encourage and promote the orderly development of the city by consultation, cooperation, and liaison with public and private groups as directed by the Board."

[13]Acts of 1956, c. 665. This act took effect upon approval by the Mayor on May 22, 1958.

[14]The Boston Zoning Code was adopted by the Zoning Commission of the City of Boston on March 29, 1963 and became effective December 31, 1964.

[15]St. 1966, c. 193.

on December 31, 1964.[16] These regulations stated that they should be known and cited as the "Boston Zoning Code."[17] Their designation as a "code" does not, of course, alter their essential character as municipal regulations.

The Boston Zoning Code (the "Code") has in several respects elaborated the powers of review and advice which are expressly contemplated by the Zoning Enabling Act.

a. Planned Development Areas. Section 3-1A of the Code provides for the BRA to approve development plans for proposed planned development areas. Once an overlay district is adopted by the Boston Zoning Commission pursuant to an approved plan, the BRA is required to subject the drawings and specifications to design review, and to certify whether they are consistent with the development plan. Similar provisions apply to proposed urban renewal areas subject to land assembly and redevelopment or urban renewal plans. Section 10 of the Zoning Enabling Act allows "exceptions" to be granted by the Board of Appeal, where specifically provided for in the Zoning Code, to allow zoning nonconformities under less stringent standards than those applied to variances under Section 9. Article 6A of the Boston Zoning Code permits the Board of Appeal to grant exceptions with respect to projects constructed pursuant to approved development or urban renewal plans.[18]

b. Development Impact Projects; Linkage. Article 26 of the Code, added effective December 29, 1983, governs "development impact projects," which generally speaking, are office, retail, institutional and hotel projects requiring zoning relief which either exceed 100,000 square feet in gross floor area or eliminate low or moderate dwelling units. The BRA is called on to review and approve "development impact project plans" in a manner substantially identical to the procedure applicable to development plans for planned development areas. Article 26 also states that an applicant for approval of a development impact project plan must enter into an agreement (the so-called "Development Impact Project Agreement" or "DIP Agreement") with the BRA as agent for the City's Neighborhood Housing Trust for payment of a "Development Impact Project Exaction" of $5 per square foot in excess of 100,000 payable in 12 installments. Effective as of February 27, 1986, respectively Articles 26A (Development Impact Projects-Housing) and 26B (Development Impact Projects-Job Training) were added to the Code. Article 26A did not repeal Article 26, but principally applied to projects in the city's "core area" (as defined in 26A-4) and provided for 7 installments instead of 11. Article 26 continued to apply to projects outside the "core area". Article 26B provided for an additional exaction of $1 per square foot in excess of 100,000, payable in 2 installments, to be expended for job training purposes by the

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[16]St. 1956, c. 665, §14, as amended by St. 1957, c. 408 and St. 1964, c. 244.

[17]Section 1-1.

[18]Article 6A also allows extension of the two year period for use of an exception for projects in excess of 5 acres in size where the BRA certifies that work is diligently proceeding.

city's Neighborhood Jobs Trust.

The Acts of 1987, c. 371, amended the Zoning Enabling Act by providing statutory authorization for the Boston Zoning Commission to adopt so-called "linkage provisions" and specifically in §19 ratified, validated and confirmed Articles 26, 26A and 26B of the Code and all zoning relief granted and agreements entered into in connection therewith.

c. Other Zoning Code Provisions. For certain large-scale projects within the so-called "Downtown/Northern Avenue Corridor Area", the BRA reviews the environmental impacts for such projects under the Development Review Requirements of Article 31 of the Code (effective January 4, 1988). Other minor approvals by the BRA under the Boston Zoning Code are contemplated by Sections 11-2 (signs), 16-4 (height of certain buildings) and 22-2A (landscaping and screening at district boundaries).

d. Board of Appeal Provisos. The Board of Appeal has made it a practice to condition decisions granting conditional use permits, variances or exceptions on BRA "design review approval", at least with respect to substantial projects. Design review under a proviso in a Board of Appeal decision is a function which derives from the role of the BRA as a city planning board in connection with zoning, as contemplated in the Zoning Enabling Act and in the Code, although the practice of conditioning decisions on such review is not explicitly provided for by either.

MISSION STATEMENT

The Boston Redevelopment Authority was established by the Massachusetts Legislature in October 1957. In 1960, the City Planning Board was abolished and its powers were transferred to the BRA. The BRA now operates in a dual capacity as the city's planning board and redevelopment agency. Its statutory authority is set forth in the Massachusetts General Laws, Chapter 121B, section 4 (1957) and Chapter 652, section 12 (1960).

In its early years the focus of BRA activities was implementation of more than 20 urban renewal projects which had been created throughout the city. Today, the BRA has the following responsibilities:

- The BRA writes master plans which address the city's needs for infrastructure, downtown and community economic development, and housing and which specify design guidelines and development controls.

- The BRA also drafts and recommends new zoning for adoption by the Zoning Commission.

- The BRA is also authorized to acquire, sell, and lease real estate to achieve economic redevelopment and to promote public policy objectives, such as for example, the production of affordable housing.

- The BRA has direct responsibility for reviewing proposed development projects. The BRA reviews projects which require zoning relief, projects subject to Article 31 of the Code, projects to be located on publicly-owned land, and projects receiving public subsidy.

BRA programs are established under the leadership of the Mayor of Boston, with the participation of the public. Specific policies and actions are promulgated by the BRA's five-member Board in the 24 to 30 public meetings held each year. In addition, BRA staff members are involved in more than 400 meetings each year with neighborhood groups throughout the city.

MANDATED FUNCTIONS OF THE BOSTON REDEVELOPMENT AUTHORITY

As stated in the relevant Massachusetts General Laws provided in Tab 1A, the mandated functions of the Boston Redevelopment Authority are:

To act as the planning board for the City of Boston.

To identify decadent, substandard, or blighted open areas in the City of Boston.

To prepare and execute plans to clear, conserve, and rehabilitate decadent, substandard, or blighted areas in the City of Boston.

To acquire, sell, and lease land in the City of Boston.

To create urban renewal plans for the City of Boston.

To undertake projects to implement urban renewal plans in the City of Boston.

To undertake the construction of streets, utilities, parks, and related improvements in the City of Boston.

To construct projects in blighted, open, decadent, or substandard areas in the City of Boston.

To create studies and plans for development in the City of Boston.

To create zoning regulations for the City of Boston.

To approve development plans for proposed planned development areas in the City of Boston.

To approve development impact project plans in the City of Boston.

To act as the agent for the Boston Neighborhood Housing Trust.

To review and approve design plans for projects located in the City of Boston.

BRA/EDIC MERGER

At present legislation is pending to merge the Boston Redevelopment Authority (BRA) and the Economic Development and Industrial Corporation (EDIC). This legislation was referred to the Senate with the understanding that no further action would be taken until a new Mayor was elected and expressed his opinion on the act. It must next go to the House for action. The proposed legislation will make each member of the Board of Directors of the BRA a member of the Board of Directors of EDIC. Each director's term on the two boards will expire concurrently. Merging the two boards will create efficiencies of policy and will streamline the permitting procedures and planning functions. It will allow the two agencies to synchronize the City's economic development activity.

While the legislation is pending, the BRA and the EDIC have entered into a Management Agreement by which the Director of the BRA also serves as the Director of the EDIC, and the BRA Board reviews matters for both agencies. To this end, Paul Barrett, the BRA Director, spends a portion of each week at each office.

The restructuring the two agencies was recommended by the Walsh Commission (headed by Robert F. Walsh, a former director of the Boston Redevelopment Authority), as one of a number of measures designed to cut red tape, bring greater predictability and accountability to procedures for reviewing and approving new development and encourage greater economic growth and job creation in Boston.

The restructuring of Boston's two principal development agencies reflects changes that occurred in the city's economy over the past decade. In the 1980s, when Boston experienced an unprecedented period of growth, the city could choose among numerous development proposals. Boston responded to these growth pressures by putting in place a number of growth management policies, including requirements for extensive community review of new projects.

But Boston's development picture changed dramatically in the early 1990s, with most large commercial projects canceled or put on hold. Vigorous growth is still being seen in the city's health care and other institutional sectors, but, as the Walsh Commission report notes, ". . . there is a broad consensus across the city that Boston must revise its economic strategy [to reflect] the realities of the 1990s."

To compete effectively in a global economy, it is believed that resources and strategic planning should be in one place. The new agency would have a number of tools at its disposal to further economic growth. It has the capacity to do land use planning, zoning, permitting, and marketing. It can assemble and dispose of land. It can grant tax agreements that guarantee tax stability for new development and have bonding authority. It can run job training programs that prepare Boston residents for jobs in every sector of the economy. Not all of these tools may be needed for any one

project, but all should be available and easily accessible so that Boston can respond quickly to the needs of investors.

The merger of the two agencies is similar to a policy move taken by Boston in 1960, when the city's planning board was abolished and its powers transferred to the BRA. By combining the power to plan and implement development in one agency, Boston was able to formulate -- and receive funding for -- large-scale renewal projects that changed the face of the city and rejuvenated its economy.

Today, Boston is in an ideal position to attract knowledge-based industry, whether that involves fledgling biotech companies or the continued expansion of our medical and health care facilities. But it is the nature of the global economy that decisions on location are regional in nature and cities need new strategies and more efficient processes to compete for new investment.

A copy of the pending legislation and the Management Agreement is attached.

SDIR/29.RPT
120793/2

HOUSE . . . . . No. 5286

By Mr. Fitzgerald of Boston, petition of Kevin W. Fitzgerald and Robert E. Travaglini (with the approval of the mayor and city council) for legislation to authorize the city of Boston to transfer all powers and duties of the members of the economic development and industrial corporation to the members of the redevelopment authority of said city. Local Affairs. [Local Approval Received.]

The Commonwealth of Massachusetts

In the Year One Thousand Nine Hundred and Ninety-Three.

AN ACT TRANSFERRING ALL POWERS AND DUTIES OF THE MEMBERS OF THE ECONOMIC DEVELOPMENT AND INDUSTRIAL CORPORATION OF THE CITY OF BOSTON TO THE MEMBERS OF THE BOSTON REDEVELOPMENT AUTHORITY.

Be it enacted by the Senate and House of Representatives in General Court assembled, and by the authority of the same, as follows:

SECTION 1. Section 12 of chapter 652 of the acts of 1960, is hereby amended by inserting after the third paragraph the following paragraph:

Notwithstanding the provisions of section 5 of chapter 121B of the General Laws or any other general or special law to the contrary, the members of the Boston Redevelopment Authority shall be constituted as and shall have the powers of and discharge the duties of the members of the Economic Development and Industrial Corporation of Boston as set forth in chapter 1097 of the acts of 1971. For such purposes, said members shall constitute themselves separately and shall separately record all actions taken by them pursuant to chapter 1097 of the acts of 1971 as amended by section 2 of this act.

SECTION 2. Chapter 1097 of the acts of 1971 is hereby amended by striking out the first three paragraphs of section 3 and inserting in place thereof the following two paragraphs:

There is hereby created a public body politic and corporate, to be known as the Economic Development and Industrial

Corporation of Boston, in this act called the corporation, which shall be an instrumentality of the commonwealth, consisting of the five members of the Boston Redevelopment Authority. Each of the members shall be sworn to the faithful performance of his official duties as a member of the corporation. A majority of the five members shall constitute a quorum for the transaction of any business, but the action of a majority of the entire membership shall be required for any transaction. For the purposes of section 11A of chapter 30A of the General Laws, the corporation shall be deemed to be an authority established by the general court to serve a public purpose of the commonwealth.

The members of the corporation shall serve terms concurrently with the terms served as members of the Boston Redevelopment Authority. All matters pertaining to vacancy, reappointment and removal of the members of the said corporation shall be governed by sections 5, 6 and 7 of chapter 121B of the General Laws in effect on the effective date of this act, which sections are hereby incorporated in and are made a part of this act. For the purposes of chapter 268A of the General Laws, the members of the corporation shall be deemed to be special municipal employees.

SECTION 3. Upon the effective date of this act, the terms of the members of the Economic Development and Industrial Corporation appointed prior to the effective date of this act are hereby annulled.

SECTION 4. No act authorized to be taken by the members of the corporation pursuant to chapter 1097 of the acts of 1971 as amended by this act shall be construed to be an act of the Boston Redevelopment Authority, nor shall any acts of the members of said Authority be deemed to be an act of said corporation, and nothing in this act shall be deemed to authorize any action by the corporation giving rise to any debt, obligation, responsibility or liability on the part of said Authority.

SECTION 5. Nothing in this act shall be deemed to impair any existing obligation of the corporation including any bonds issued under the authority of said chapter 1097.

SECTION 6. This act shall not be amended or repealed except by special act passed in conformance with Article 89 of the amendments to the constitution of the commonwealth.

SECTION 7. This act shall take effect upon passage.

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MANAGEMENT AGREEMENT

THIS MANAGEMENT AGREEMENT (the "Agreement"), made and entered into as of this 19th day of May, 1993, by and between the ECONOMIC DEVELOPMENT AND INDUSTRIAL CORPORATION OF BOSTON, a public body politic and corporate organized under the laws of the Commonwealth of Massachusetts, having its principal place of business at 43 Hawkins Street, Boston, Massachusetts 02114 (the "EDIC"), and the BOSTON REDEVELOPMENT AUTHORITY, a public body politic and corporate organized under the laws of the Commonwealth of Massachusetts, having its principal place of business at Room 900, City Hall, Boston, Massachusetts 02201 (the "BRA"). Collectively, EDIC and the BRA shall hereinafter be referred to as the "Parties."

RECITALS

WHEREAS, "The Boston Advantage," the Walsh Commission Report dated April, 1993, includes a number of recommendations aimed at ensuring a stronger, more vibrant economic future for the City of Boston; and

WHEREAS, a specific recommendation of the Walsh Commission is to restructure the City's economic development agencies to better implement the City's economic development strategy; and

WHEREAS, the EDIC is organized pursuant to St. 1971, c.1097 ("Chapter 1097") for the purposes of redeveloping blighted open and decadent industrial areas within the City of Boston, Massachusetts; and

WHEREAS, in furtherance of the foregoing purposes, the EDIC has engaged in certain activities permitted under Chapter 1097, including but not limited to the issuance of bonds and the acquisition, development, leasing and management of properties, funds and revenues in connection with such bonds and other activities; and

WHEREAS, the EDIC is specifically empowered by section 5(r) of said Chapter 1097 to make management agreements and is further empowered to do all acts and things necessary or convenient to carry out the powers granted by Chapter 1097; and

WHEREAS, the BRA is a duly organized redevelopment authority in the City of Boston with the powers and functions of both an operating agency and an urban renewal agency under Chapter 121B of the Massachusetts General Laws; and

WHEREAS, the BRA has such other powers and functions conferred under the St.1960, c.652, including but not limited to those of the planning board of the City of Boston; and

WHEREAS, the BRA is empowered to enter into, execute and carry out contracts and all other instruments necessary or convenient to the exercise of its powers; and

WHEREAS, the EDIC is desirous of securing management support for its projects, and staff and professional services from BRA for the operation of EDIC's projects including but not limited to servicing the EDIC's non-financial obligations under existing bonds and contracts, the operation of the EDIC's facilities and in fostering economic development in the City of Boston; and

WHEREAS, the BRA is willing to provide its staff, facilities and other non-financial resources to EDIC, on terms and conditions acceptable to EDIC and the BRA, to enable EDIC to manage its projects under the terms of this Agreement.

NOW, THEREFORE, for and in consideration of the promises and the mutual covenants hereinafter contained, the parties hereto covenant and agree as follows:

ARTICLE I

AGREEMENT TERMS

1.1 Initial Term. This Agreement shall commence upon execution, and shall terminate three years from the date hereof unless terminated earlier under the provisions of Section 1.3 below.

1.2 Renewal Term. This Agreement shall be automatically renewed from year to year for additional one (1) year terms, commencing on the date of expiration of the Initial Term and each successive Renewal Term, unless sooner terminated by either party by vote of its board in accordance with Section 1.3 below.

1.3 Termination. This Agreement may be terminated without cause, by vote of the board of either party and upon thirty (30) days prior written notice to the other party; provided, however, that no such termination shall be effective until 60 days following such vote. Said notice may be waived by the mutual written consent of the parties hereto.

ARTICLE II

SCOPE OF SERVICES

2.1 The EDIC hereby agrees that the BRA shall take all actions necessary to manage any and all projects undertaken or to be undertaken by the EDIC during the term of this Agreement, and the EDIC hereby expressly intends that all management responsibilities hitherto undertaken by the EDIC are transferred to and shall henceforth reside in the BRA for each and every project under its lawful control.

2.2 Staff. The BRA shall provide staff for the management, administration, operation and implementation of the programs and functions of all projects of the EDIC, including, without limitation, all projects specifically set forth on Exhibit A hereto. The BRA shall perform all administrative and operational duties for which the EDIC is responsible under Chapter 1097, including the EDIC's administrative and operational responsibilities with respect to all of its assets and liabilities, income and expenses, real property owned or leased by the EDIC and the EDIC's non-financial responsibilities with respect to outstanding bond issues; provided, however, the BRA shall not have any authority to issue any bonds under Chapter 1097, and the BRA shall have no authority, without the prior written consent of the EDIC, to sell or encumber any assets of the EDIC or to borrow funds in the name of the EDIC.

It is expressly understood and agreed that, in order to execute this Agreement, all EDIC personnel, shall hereafter

report to and be responsible to the BRA which shall be solely responsible for all management functions of all EDIC projects during the term of this Agreement; provided, however, that the BRA shall report to the members of the corporation of EDIC as provided in Article II, Section 2.5 herein.

2.3 Administrative Services. The BRA, by and through the use of either BRA or EDIC employees as it determines in its sole discretion, shall provide all managerial, administrative, secretarial, word processing, and bookkeeping services to the EDIC required for the management of all EDIC projects existing or created during the term of this Agreement.

2.4 Professional Services. The BRA, by and through the use of either BRA or EDIC employees as it determines in its sole discretion, shall furnish all financial, management, accounting, legal and other professional services necessary for the management of any and all EDIC projects.

2.5 Reports. The EDIC, through its director, has provided the BRA with a list of all reports the EDIC is required by law or otherwise to prepare, attached hereto as Exhibit B. It is agreed that for the duration of this Agreement it shall be the responsibility of the BRA to prepare and furnish such reports. The BRA shall report directly to the members of the corporation of the EDIC from time to time, shall prepare all agendas and votes necessary or convenient for the EDIC meetings, and shall, through BRA or EDIC employees as the case may be, faithfully manage all EDIC projects pursuant to this Agreement.

2.6 Community Development Funds. If and to the extent the EDIC is, or in connection with prospective programs during the term of this Agreement shall be, an applicant for funding administered by the United States, the Commonwealth of Massachusetts or any instrumentality thereof, the BRA shall in all respects act as the sole and exclusive agent of the EDIC.

2.7 EDIC Facilities. The BRA shall provide a suitable meeting room for EDIC meetings. The EDIC shall make available to the BRA all its property, office space, furnishings, file cabinets and equipment, and all such EDIC property shall be under the exclusive and sole control of the BRA for the purpose of executing this Agreement. The BRA reserves the right to move EDIC employees to office space under its control and EDIC agrees to terminate any existing space leases as determined by the BRA to the extent permitted by such leases.

2.8 EDIC Employees. It is expressly understood that in executing the administrative and operational duties of EDIC for the purpose of managing its projects hereunder, the BRA shall direct EDIC employees as it determines in its sole discretion; provided, however, that the BRA shall have no authority to recommend the layoff of such EDIC employees until the close of EDIC fiscal year 1994 and shall not recommend the termination of such EDIC employees except for cause. From and after the date hereof, EDIC shall not hire any additional employees without prior BRA consent. In no event shall current or future EDIC employees be considered or deemed in any respect to be BRA

employees, permanent or otherwise; provided, however, the BRA may hire in its sole discretion any of the current EDIC employees on terms at a minimum equivalent to their then compensation and benefits. The BRA shall have the right to recommend termination for cause of any EDIC employees to the EDIC board. All EDIC employees from and after the date hereof shall report to and be directed by the Director of the BRA. The BRA shall assign one secretary to the current Director of EDIC.

2.9 Signature Authority; Depositories; Investment Decisions. The EDIC hereby assigns signature authority for all bank accounts, certificates of deposit and any and all other financial instruments and payrolls to the director of the BRA and expressly assigns signature authority for the purpose of executing any contract or other document necessary or convenient for the purpose of managing EDIC projects. Any and all signature authority hitherto existing or delegated to the director of EDIC is hereby revoked. From and after the date hereof, the BRA shall have the right to determine and may change the depositories for any and all EDIC bank accounts and shall have the right to determine or direct the interim investment of the funds in such accounts, except for such accounts or investments that are mandated or required by existing EDIC contracts. Notwithstanding the foregoing, all bank accounts must be fully insured and all monies must be invested or reinvested in only either certificates of deposit or FDIC

insured money market accounts, unless otherwise consented to by EDIC.

ARTICLE III

COMPENSATION

3.1 Consideration. The consideration supporting this Agreement shall be the mutual obligations contained herein and shall not include monetary consideration, except as otherwise provided herein.

3.2 Fees. In consideration of the services provided in accordance with Article II hereof, the EDIC, subject to its board approval, shall pay to BRA a reasonable fee based upon the time spent by BRA employees to manage EDIC projects. Said fee shall be no less than the amount required to cover the costs incurred by BRA during the term of this Agreement for the provision of services to the EDIC in accordance with Article II hereof, including the cost of BRA employees required in Section 2.8 hereof, the cost of organizational expenses of BRA, and all funds necessary for the execution of this Agreement. EDIC shall advance to BRA, upon the execution of this Agreement, the fee necessary for the initial sixty (60) day term of this Agreement. Thereafter, the fees due and owing shall be paid monthly, due on the first day of each month in advance, or at such other times and dates as the Parties may in writing agree.

ARTICLE IV

INDEMNIFICATION

4.1 Indemnification. EDIC agrees to indemnify and save the BRA and its officers and employees harmless from all loss, damage, liability and expense (including reasonable attorneys fees), relating to any act of the BRA, its officers or employees taken on behalf of EDIC. Nothing contained herein shall require EDIC to indemnify the BRA, its officers or employees for any claim or liability resulting from the wrongful, willful or intentional acts of the BRA, its officers or employees. Nothing in this Agreement shall be construed to impose any personal liability upon any individual serving as a member of the EDIC or as a member of the board of the BRA. The BRA agrees to maintain and continue to carry in force its current public officials' liability insurance for the term of this Agreement.

ARTICLE V

MISCELLANEOUS PROVISIONS

5.1 Modifications. All modifications to this Agreement shall be pursuant to a vote of the Parties' boards, in writing, signed by the parties hereto.

5.2 Assignment. Neither party's rights or obligations hereunder shall be assigned without the prior written consent of the other party.

5.3 Access to Books and Records. Upon execution of this Agreement EDIC shall deliver to BRA or allow BRA to inspect and

examine all of its fiscal and project records of every kind without limitation.

5.4 Contract Rights of Obligees. Nothing in this Agreement is intended to nor shall be construed to alter or limit the contractual rights of third parties pursuant to and under contracts with EDIC duly authorized and entered into prior to the date hereof.

5.5 Independent Contractors. Nothing contained in this Agreement is intended to be nor shall be construed to create any partnership or joint venture, or any other legal relationship between the Parties except that of independent contracting entities.

5.6 Statutory Powers. All statutory powers of the EDIC not delegated by this Agreement shall be and remain vested in EDIC pursuant to c.1097, and the EDIC shall retain and may exercise all statutory powers necessary or appropriate to carry out and effectuate its purposes under law.

5.7 Entire Agreement. This Agreement contains the entire agreement of the Parties hereto and supersedes all prior agreements, representations and understandings, whether written or otherwise, between the Parties relating to the subject matter hereof.

5.8 Additional Documents. The Parties hereto agree to deliver such other and further agreements, consents, documents or other instruments of conveyance, assignment or transfer and to do such other things and to take such other actions, supplemental or

confirmatory, as may be required in connection with the consummation of the contractual relationship contemplated hereunder for the purpose of evidencing the purposes and intent of the contractual relationship contemplated hereunder.

5.9 Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Massachusetts.

IN WITNESS WHEREOF, the Parties hereto have executed this instrument as of the day and year first written above.

ECONOMIC DEVELOPMENT AND INDUSTRIAL CORPORATION OF THE CITY OF BOSTON

By: _____

Title: _____

Approved as to form:

_____
General Counsel

BOSTON REDEVELOPMENT AUTHORITY

By: _____

Title: _____

Approved as to form:

_____
General Counsel

EXHIBIT A

PROJECT RESPONSIBILITIES

1. Administration and Finance, including without reservation, Human resources, Fiscal Services, Computer Services, Administrative Services, and all other administrative and finance functions and operations of every kind.

2. Operations, including, without reservation, Property Management, Buildings and Grounds, and all other operations functions of every kind.

3. Economic Development, including, without reservation, Boston Industrial Development Finance Authority, Planning and Development, Construction and Engineering, Leasing and Business Assistance, and all other economic development functions of every kind, with the sole exception of Boston Local Development Company.

4. Policy and Staff Operations, including, without reservation, Policy, Research, Program Development, Marketing, Legal and all other policy and staff operations of every kind.

5. Jobs and Community Services, including, without reservation, Program Management, Planning, Boston Resident Jobs Programs, Boston Employment Commission, Boston Technical Center, Placement Services, and all other jobs and community services functions of every kind.

AGREEMENT

BETWEEN
ECONOMIC DEVELOPMENT AND INDUSTRIAL CORPORATION
AND
THE BOSTON REDEVELOPMENT AUTHORITY
MAY __, 1993

EXHIBIT B

Listing all reports the Economic Development and Industrial Corporation is required by law or otherwise to prepare.

Description of Report	Date of Report

BOSTON REDEVELOPMENT AUTHORITY

BOARD MEMBERS

NAME	TITLE	EXPIRATION DATE
Clarence J. Jones	Chairman	September 17, 1994
Michael F. Donlan	Co-Vice Chairman	September 17, 1995
Consuelo Gonzales Thornell	Co-Vice Chairman	September 17, 1996
James K. Flaherty	Treasurer	September 17, 1998

Note: Open seat on Board with expiration date of September 17, 1997.

BOSTON REDEVELOPMENT AUTHORITY

OFFICES

Main Office:

Boston City Hall
One City Hall Square, 9th Floor
Boston, MA 02201

Satellite Offices:

Charlestown Navy Yard
Building 33
33 Third Avenue
Charlestown, MA 02129

185 State Street
Boston, MA 02108

SERVICES PROVIDED BY THE BOSTON REDEVELOPMENT AUTHORITY

The Boston Redevelopment Authority, as the planning and redevelopment agency for the City of Boston, conducts analyses and sponsors urban design, research, planning, and development activities to encourage growth and job creation. The BRA then manages this growth to ensure a high quality of life in the city of Boston. BRA programs are established under the leadership of the Mayor with input from the public. Specific policies and actions are promulgated by the BRA's five-member Board in the 24-30 public meetings held each year. In addition, BRA staff are involved in more than 400 meetings each year with neighborhood groups throughout the City.

The Boston City Council created the BRA in 1957, and in 1960 the State Legislature gave it the authority to act as the City's planning agency. By this authority, the BRA was given the responsibility for creating plans which address the City's needs for infrastructure, downtown and community economic development, and a strong residential base. Today, these responsibilities are being expanded by the merger of the BRA and the Economic Development Industrial Corporation. The greater integration of the City's planning functions with its economic development functions will result in more streamlined procedures for reviewing development as well as more effective deployment of economic incentive programs.

The BRA's major concerns include revitalizing the City's neighborhoods, enlarging the City's economic base, increasing job opportunities for City residents, and providing adequate housing. Evaluating development projects to ensure that they are of appropriate scale and that their negative effects are mitigated is another major responsibility of the agency.

The BRA is composed of nine departments: general counsel, policy development and research, economic development, institutional planning and development, neighborhood housing and development, neighborhood planning and zoning, urban design and downtown planning, real estate services, and administration and finance. The Director and the Director's staff shape and implement the Authority's policies and goals.

The services provided by each of the departments are outlined as follows.

DIRECTOR'S OFFICE

Mission

The Director's Office leads in formulating and carrying out the major policies, objectives, and goals of the Authority and is responsible for management of the nine line departments. It works under the direction of the Board and makes recommendations to the Board concerning all BRA activities. Under the leadership of the Director, the staff establishes a work program and identifies priority projects of the Authority. The office leads interdepartmental initiatives and directs complex projects under strict deadlines. It also manages the agency's computer network and directs the general operation of the BRA.

GENERAL COUNSEL

Mission

The Office of the General Counsel provides the Boston Redevelopment Authority with legal advice, represents the BRA in litigation, and is the BRA's counsel in real estate matters. The department also manages outside counsel retained for specialized litigation. The General Counsel plays a major role in conveying land and buildings owned by the BRA, in negotiating and reviewing financing documents for development projects, and in supervising the real estate appraisal process.

Functions

- Negotiate, prepare, and review real estate transactions and financing documents for development projects.
- Provide opinions to the Board and staff on legal issues related to development projects, programs, and administrative matters.
- Supervise outside counsel for litigation brought by or against the BRA which requires specialized knowledge; if not supervised by the Director's Office.
- Represent the BRA in litigation matters.
- Negotiate, prepare, review, and amend agreements for Chapter 121A projects.
- Facilitate the transfer to the City of Boston of BRA owned land and buildings for which there are long term City uses.
- Appraise, determine land value, and negotiate any parcels to be acquired by the BRA.

- Appraise and determine land value of BRA property for disposition.
- Prepare and/or monitor pertinent mortgage foreclosures and/or federal bankruptcy proceedings.

POLICY DEVELOPMENT AND RESEARCH

Mission

The Policy Development and Research Department collects, creates, analyzes, and provides information and projections on economic, demographic, and market trends, and other issues related to Boston's role as leader of the state and regional economy to provide the basis for policy recommendations on issues related to Boston's economic, physical, and social well-being. The Department serves as the principal source of public information for the demographics and economy of Boston and its neighborhoods.

Functions

- Conduct and publish research in such areas as population, employment, office, hotel, and housing markets, private development, public investment, tax policy, health care, education, land use, and neighborhood development.
- Analyze Boston's role in and strategies for growth of the state and regional economy.
- Monitor issues at the regional, state, and national levels that affect Boston's quality of life and competitiveness.
- Support other BRA departments requiring research information and analysis.
- Respond to requests for information from the public.
- Maintain a library to support the BRA's informational needs.
- Develop spatial analysis and displays of economic and demographic data.
- Conduct meetings, seminars, and conferences to disseminate information and develop economic plans.

ECONOMIC DEVELOPMENT

Mission

Encourage, review and facilitate the development of projects and disposition of remaining BRA parcels in the Downtown, Midtown Cultural District, and Chinatown, as well as on the harbor and in waterfront neighborhoods, including the Charlestown Navy Yard, the Fan Pier, and the Fort Point Channel district.

Functions

- Maximize the provision of public benefits and amenities such as public access to the waterfront and Harborwalk along the water's edge, plus the continuing improvement of water transportation infrastructure.
- Review and analyze commercial, cultural, retail and housing projects in accordance with Article 31 and adopted district plans.
- Conduct environmental review and analysis.
- Undertake project management of all projects in the Midtown Cultural District and Chinatown.
- Manage complex major projects such as the New Boston Garden Arena development and proposed South Bay Exhibition Center.
- Prepare and implement the BRA Annual Capital Plan.
- Review development proposals and access plans for significant infrastructure impacts.

INSTITUTIONAL PLANNING AND DEVELOPMENT

Mission

The Institutional Planning and Development Department's mission is to ensure that the many institutions which are so vital to Boston's economy continue to prosper within a context which ensures that Boston residents, in particular those in neighborhoods adjoining the institutions, receive economic and employment benefits from the institutions, and that negative impacts are adequately mitigated. To achieve this mission, the department generates area-wide plans and zoning initiatives and conducts the review of specific proposed institutional development projects. In addition, the Department carries out special projects related to transportation and city/state capital projects.

Function

- In areas of institutional concentration such as the Longwood Medical Area, develop area-wide plans which can guide future growth and identify growth impacts to be managed.

- Conduct the review of institutional master plans to ensure that the institutions, the neighborhoods, and the City government share a common view of the institutions future plans and activities.

- In conjunction with these reviews, establish common goals between the institutions and the neighbors concerning employment opportunities, housing impacts and benefits, as well as traffic mitigation.

- Conduct reviews of specific institutional development projects to ensure that they meet the needs of the institutions, as established in their master plans, support the community benefit goals established with the neighborhoods, and protect and enhance the physical environment.

- Work closely with the Boston Transportation Department to ensure a constructive and consistent approach to traffic and parking issues related to institutional development.

- Carry out special projects, including coordination of the BRA's relationship to the Massachusetts Highway Department on the Central Artery project, and circumferential transit planning.

- The department also provides mapping and related services to the Authority and the public.

NEIGHBORHOOD HOUSING AND DEVELOPMENT

Mission

The Neighborhood Housing and Development Department (NHD) works to ensure that residents of Boston's neighborhoods share in the many benefits produced by the area's economy. The department encourages the development and preservation of affordable housing, improves the environment in neighborhoods, and works to increase economic opportunities in neighborhoods, with particular emphasis on those neighborhoods fighting disinvestment. In carrying out its mission, NHD actively involves residents in the participation of broad range planning and project development activities.

NHD programs encourage the formation and growth of minority business enterprises and community-based nonprofit development organizations, and seek to maximize

public benefits from private development projects, including the administration of development impact projects which contribute "linkage fees" to the Neighborhood Housing Trust (NHT).

Functions

- Investigate alternative community economic development strategies and assess the feasibility of implementing these strategies in Boston's neighborhoods, i.e., tax increment financing, enterprise zones, etc.;

- Work with local businesses to provide technical assistance, encourage and assist in the formation and growth of entrepreneurial nonprofit community corporations and minority business enterprises;

- Work with residents to insure that they receive a fair share of benefits from development projects impacting their neighborhoods;

- Rebuild neighborhood environments by formulating area plans which shape public and private actions;

- Seek and support citizen involvement in all phases of the department's planning and implementation of programs and projects;

- Undertake housing production programs which includes site identification, formulation of development programs, designation of development entities, and arranging for gap financing, secure necessary financing to develop projects and increase the supply of housing through timely review of projects which require zoning relief; and

- Implement the City and BRA goals of fair housing and affirmative marketing through screening, orientation, and monitoring of developers of covered housing, education of staff, and coordination with the Boston Fair Housing Commission.

NEIGHBORHOOD PLANNING AND ZONING

Mission

Neighborhood Planning and Zoning conducts and implements planning analyses and zoning initiatives for the neighborhoods and waterfront areas of Boston. The department coordinates the public review process, and responds to public requests regarding zoning.

Neighborhood Planning and Zoning oversees the revision and updating of the Zoning Code and provides land use law expertise in drafting and reviewing zoning changes. The department is liaison to and staff for the Zoning Commission, makes planning

recommendations to the Board of Appeal, and develops environmental policies and plans.

Functions

- Perform neighborhood planning and zoning studies and master plans; conduct the planning and re-zoning process for each neighborhood.
- Develop and implement land use policies for Harborpark and the neighborhoods.
- Revise the Zoning Code; recommend zoning code and map amendments to the BRA Board and Zoning Commission.
- Complete land use plan and zoning for the Central Artery and develop long range strategies to implement the plan.
- Conduct waterfront planning analyses and complete the Harborpark Plan.
- Coordinate institutional master planning process and development reviews with neighborhood planning and zoning processes.
- Review and make planning recommendations on Board of Appeal applications.
- Develop environmental and open space policies.

URBAN DESIGN AND DOWNTOWN PLANNING

Mission

Urban Design and Downtown Planning provides comprehensive planning and design services for downtown and the neighborhoods in order to preserve and foster the quality of life in the City's public realm. The Department reviews all major projects, both private and public, within the Downtown and with other BRA departments, reviews major institutional, neighborhood, and waterfront projects as well as parks and other open spaces. Urban Design and Downtown Planning manages the disposition of all BRA and selected City owned land and buildings in central Boston.

Functions

- Conduct design review of proposed projects in the Downtown, neighborhoods, and the waterfront, as well as major institutional development proposals, with particular emphasis on priority projects of the BRA.
- Complete the urban design and planning analysis, public review and permanent zoning for the Downtown.

- Develop district design studies for selected special study areas designated in the new Downtown Zoning and assist those departments completing comparable studies elsewhere in the City.

- Prepare and distribute developers kits for major BRA owned and selected City owned disposition parcels.

- Contribute to the BRA's intensive downtown and neighborhood housing production efforts through direct project management and collaboration with other departments.

- Carry out design review on all projects approved by the Board of Appeals subject to BRA Design Review.

- Carry out urban design analysis and develop development options for various economic development projects.

- Serve as liaison and provide technical assistance to the Boston Civic Design Commission which advises the BRA and the Mayor on the design of the City's public realm.

- Give public presentations to visiting delegations on urban design and planning in Boston.

- Build and maintain models of various City districts in support of policy and development programs.

REAL ESTATE SERVICES

Mission

The Real Estate Services Department manages and maintains properties owned by the BRA and provides operations and facility's management services to the BRA. These include land and buildings in various stages of development. The Department also assists the City of Boston with special neighborhood cleanup programs, and is responsible for maintaining an inventory of BRA owned real estate to help in the assembly and disposition of parcels for development.

Functions

- Inspect, evaluate, and adequately maintain BRA owned properties.

- Manage security, landscaping, removal of debris and trash, minor demolition, elimination of health and safety hazards, and building repairs.

- Maintain, repair, and renovate offices.
- Maintain complete records of liability insurance for tenants and contractors.
- Maintain real estate inventory records and manage the acquisition and disposition of property from other agencies.
- Assist in assembling land for development.
- Represent the Boston Redevelopment Authority at the City's Real Property Clearinghouse Project.
- Prepare monthly status reports on BRA owned property.
- Maintain, reproduce, and update the inventory of city maps for the BRA's mapping reproduction unit.
- Ensure regular transportation between City Hall, Charlestown Navy Yard, and Archives locations.
- Prepare and administer equipment, service, and supplies contracts for the maintenance of BRA property.
- Coordinate and manage facilities maintenance and space management.
- Provide support services in copy center, switchboard and word processing.
- Coordinate and oversee the internal BRA appraisal process and property evaluation.

ADMINISTRATION AND FINANCE

Mission

The Administration and Finance Department records and reports on the BRA's financial activities, develops and implements administrative policies and procedures, and provides the following services to all departments: human resources, administrative support, purchasing, and MIS.

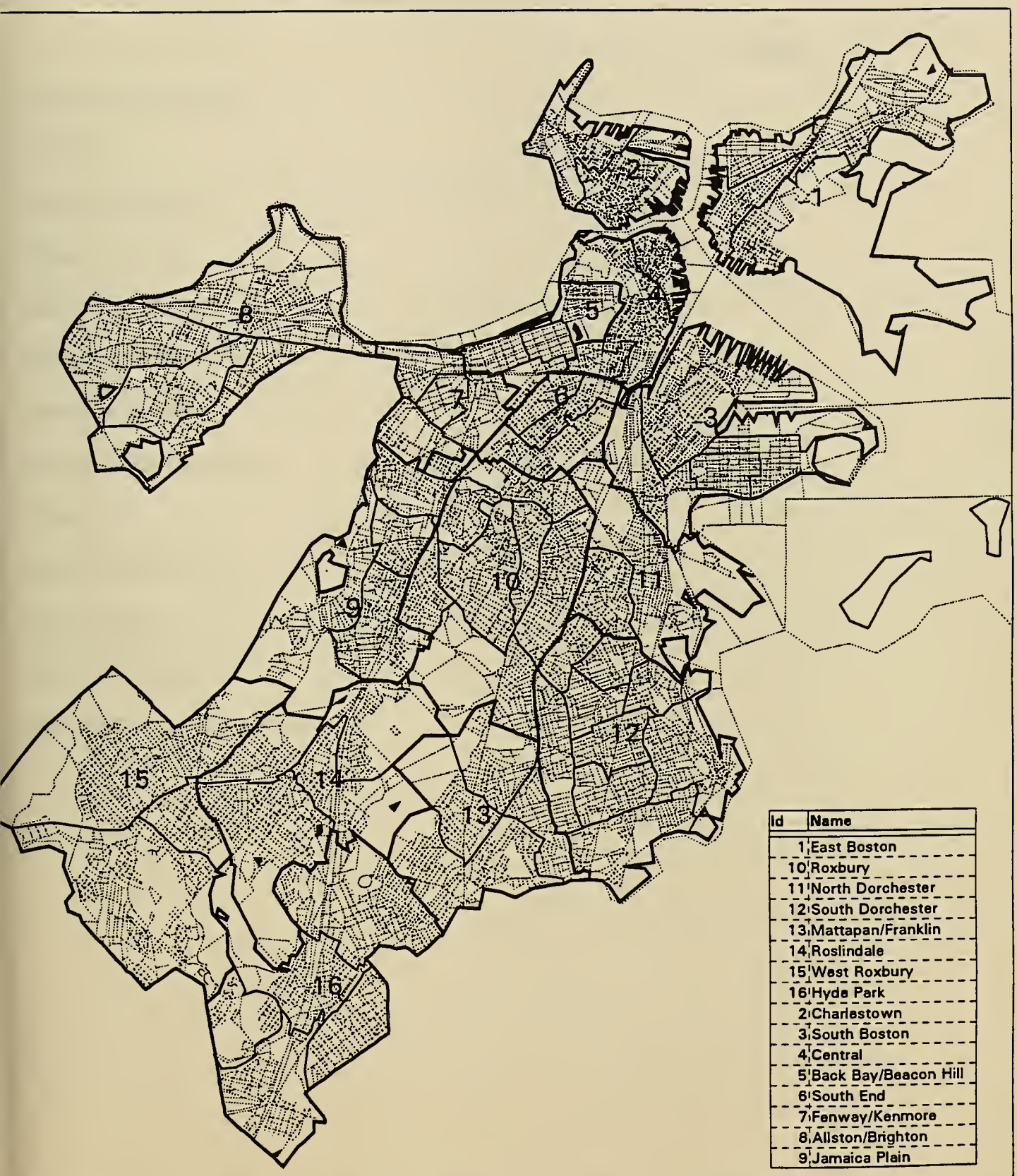
Functions

- Develop the BRA's annual operation budget.
- Manage and maintain the financial records and safeguard the assets of the BRA.

- Develop and maintain an interactive management information system.
- Develop and carry out human resources policies and procedures, and employee training programs.
- Monitor affirmative action performance for all contracts.
- Implement the Minority and Women Business Enterprise Program.
- Provide staff and graphics services.

Distribution of Services by Neighborhood

On the following pages BRA Work Program projects are distributed by neighborhood using the BRA Planning Districts. A Map also follows.



Id	Name
1	East Boston
10	Roxbury
11	North Dorchester
12	South Dorchester
13	Mattapan/Franklin
14	Roslindale
15	West Roxbury
16	Hyde Park
2	Charlestown
3	South Boston
4	Central
5	Back Bay/Beacon Hill
6	South End
7	Fenway/Kenmore
8	Allston/Brighton
9	Jamaica Plain

RA Planning Districts

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ALLSTON/BRIGHTON

Boston College Dormitories - Design review of 600 bed college dormitory building.

Boston College Parking Garage - Boston College proposes to build an 800 space parking garage on their campus.

Boston College Recreational Complex Phase I - Boston College proposes to demolish the existing Flynn Recreation Complex and construct a 90,000 square foot replacement facility.

Boston College Stadium Expansion - Boston College has submitted a request to amend their Master Plan to allow for the addition of 12,000 seats to their 42,000 seat stadium.

Boston College Student Center - Boston College proposes to build a 98,000 square feet student activity center.

Brighton Senior Housing - Design review of a 90 unit assisted senior housing project in Brighton.

Franciscan Children's Hospital - The Franciscan Children's Hospital proposes to build Phase II of a physical rehabilitation center.

St. Elizabeth's Hospital - St. Elizabeth's has submitted a request to amend their Master Plan to allow for the construction of a 25,000 square foot lab to consolidate patient diagnostic services.

CENTRAL

Boston Crossing - Work with Chemical Bank - mortgagee in possession to market site for redevelopment of Lafayette Mall/Hotel.

Central Artery land use plan.

Central Wharf - Redevelop Central Wharf and Parcel A-3N in concert with New England Aquarium.

Chinatown - Conduct design review of Chinatown parcels, including Oak Street Village and Parcel P-12.

Chinatown Parcel C - Assist in the development of parking facilities and community service facilities.

China Trade Center - Tenant and real estate management for the China Trade Center.

Commonwealth Center - Work with Citicorp - mortgagee in possession - to market site for redevelopment.

Custom House - Site improvements for Custom House Tower.

Custom House - Conduct development review of the Custom House. The original Custom House will be commercially redeveloped as a hotel in conjunction with 131 State Street with strict adherence to preservation standards and public access to historical areas.

Downtown Plans - Prepare landscape program, standards and guidelines for the Downtown Plans.

Downtown Special Study Areas - Complete comprehensive community planning, urban design analyses and zoning for Special Study Areas created by Downtown Zoning: Financial District, Cambridge Street (south side), and Stuart Street Blocks.

Freedom Trail - Assist in the organization of the Freedom Trail Revitalization Plan and initiate a barrier-free accessibility study of the Freedom Trail.

Hinge Block - Conduct development review of Hinge Block proposals for a mixed-use office, residential, hotel, institutional and retail development.

Lowell Square - Develop 199 affordable housing units Phase I at the Lowell Square site.

Mei-Wah Village - Phase 1 - Assist in the development of Chinatown Parcel A Phase I, 17 units, 100% of which will be affordable. (All phases of Parcel A will consist of approximately 150 units, 60% of which will be affordable.)

New England Medical Center Parcel C Garage - NEMCH has received tentative designation on Parcel C to construct a 455 space garage. Will also require an amendment to their Master Plan.

Oak Terrace - Assist in the development of Chinatown Parcel B, 88 units of housing, at least 67% of which will be affordable.

Parcel to Parcel 1 - Prepare legal documents for Parcel 18 for office, garage and possibly retail. Prepares legal documents for Kingston/Bedford which will be an office building.

Posner Hall - Coordinate the development of 99 SRO units as part of a land exchange and disposition process with Tufts University to increase the amount of affordable housing opportunities in Chinatown and build a YMCA center.

Sargent's Wharf - Develop 100 units of affordable housing on Sargent's Wharf.

Shriner Hospital - Design review of 250,000 square feet clinical, research, parking facility.

South Station Phase I - The Tufts University proposes to build Phase I of an International Research Center, consisting of 380,000 square feet.

90 Tremont - Market site for new development proposal. Conduct development review of 90 Tremont Street, a proposal to develop the Dini's site on Tremont Street for office use along with air-rights development over the adjacent Tremont Temple. Purchase of the air-rights would fund the restoration of the Temple, a Class III historic building and restoration of Converse Hall, an 1,800 seat auditorium which would be made available for cultural uses.

110-120 Tremont - Conduct development review of 110-120 Tremont Street, a mixed-use project of entirely new construction. Market site for new development proposal.

Tufts University-Posner Lot - Tufts University Medical School's Posner Lot Project involves the development of a state-of-the-art nutrition research center under the sponsorship of the U.S. Government. The 121,000 gsf project will add significantly to Tufts' research capabilities in the field of nutrition.

CHARLESTOWN

Army Corps Clean-Up - Assist U.S. Army Corps in environmental clean-up of Navy Yard.

Building 104 - Coordinate development of Building 104 for 40 units of low/moderate income elderly housing.

Building 105, Ropewalk, and Tar Shed - Coordinate RFPs drafting and submission to the Secretary of the Interior for museum and other uses.

Building 108 - Coordinate development of Building 108.

Building 114 - Coordinate development of Building 114.

Building P - Develop Building P.

Building at Yard's End - A 1.5 million square feet biotech research/office space and parking garage development.

Charlestown - Neighborhood zoning.

Charlestown Street Reconstruction Project.

CNY Building Stabilization.

CNY Cleanup - Work with the U.S. Army Corp. of Engineers in the clean-up of the CNY.

CNY Gate #6 - Coordinate construction of new Gate #6 in Charlestown Navy Yard.

CNY Haul Road - Design CNY haul road (Medford Street bypass) in Charlestown.

CNY Parcels - Coordinate development of a public attraction on Parcel 5 - Drydock, Charlestown Navy Yard.

Double Interpretive Loop - Prepare a plan for an interpretive historic trail in the Charlestown Navy Yard.

Explore development of the Defense Conversion Institute at CNY.

Explore Franklin Institute Relocation to the CNY.

Explore possibility of a City Archive/Museum at the Ropewalk.

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First Avenue Improvements - Design of First Avenue Improvements CNY.

Life Focus Center - Construction of building for mentally and physically impaired adults and children.

Parcel P-2 - Develop Parcel P-2 as a single family unit housing development.

Parcel R-87 - Coordinate development of Parcel R-87, as a single family project.

Spaulding Rehabilitation Hospital - Assist in the relocation of the Spaulding Rehabilitation Hospital to the Charlestown Navy Yard as part of the Central Artery Project.

TMA - Develop Transportation Management Association (TMA) for the Navy Yard.

DORCHESTER

Columbia/Harbor Point - Prepare UDAGs closeout documentation for Harbor Point which consists of 884 rental units.

Columbia Point - Develop plan and new zoning for Columbia Point Masterplan.

Dorchester - Conduct land use analyses and develop new zoning for Dorchester Neighborhood.

EAST BOSTON

Clippership Wharf - Conduct development review of Clippership Wharf, a residential development of approximately 380 units on the East Boston waterfront. The approved project was delayed by market conditions. The restructured development team proposes to change the design and create rental property. (Project awaiting financing commitments.)

Lewis Mall - Assist in the development of 47 units for the elderly and support services.

FENWAY/KENMORE

Beth Israel Southeast Building - Beth Israel's In-Patient Facility Project involves the construction of 170,000 gsf of new in-patient space on the southeast quadrant of the BIH campus. The new facility will provide modern additional hospital space to accommodate Beth Israel's growth needs.

Beth Israel Hospital - Design review of rehabilitation and new construction of Phase 1 300,000 square feet, Phase II 500,000 square feet of office, parking facilities.

Boston English High School - The Harvard Medical Institutes responded to a proposal to renovate the former English High. The development plan calls for conversion of the facility into biomedical research space.

Boston University Armory Site - The Boston University proposes to build student dormitories and commercial space on the Armory site. The dormitories will consist of 507,000 square feet, the commercial space will consist of 43,000 square feet.

Brigham and Womens Hospital - Design review of 200,000 square feet clinical support facility.

Brookline Avenue CARD District - Advise Institutional Planning and Development on amendments to and/or implementation.

BU School of Management - Review Cooperation Agreement and DIP Agreement.

Children's Hospital-Children's Replacement Garage - Involves the demolition of the existing Children's garage and the construction of a replacement garage.

Dana Farber Research Building - The Dana Farber Cancer Institute proposes to construct a 366,100 square feet research building with below grade parking for 261 spaces.

Deaconess Hospital - Design review of 600,000 square feet clinical facility and a 200,000 square foot research facility.

Harvard School of Public Health - Involves the construction of a 76,000 square foot research laboratory building.

Joslin Diabetic Clinic - Design review of 100,000 square feet clinical, research facility.

Longwood Medical MP - Conduct Longwood Medical Area Master Planning with the Medical Area Service Corporation (MASCO).

Longwood Medical Area - Develop new zoning for Longwood Medical Area.

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Mission Hill neighborhood zoning.

New England Deaconess Hospital - New England Deaconess Hospital proposes to construct a 335,000 gross square foot research facility on the Deaconess campus.

Northeastern University-Engineering Sciences Laboratory - Involves the construction of a 95,000 square foot engineering and science laboratory on the Northeastern Campus, to meet their present and future growth needs.

Northeastern University West Campus Housing - Northeastern University proposes to build 161,500 square feet of student dormitories.

JAMAICA PLAIN

Jamaica Plain Center - Design review of 50,000 square foot Jamaica Plain Center super market and health center in Jamaica Plain.

Mission Hill - Develop new zoning for Mission Hill neighborhood.

MATTAPAN/FRANKLIN

Boston State Hospital - Prepare report which provides an overview analysis of the development potential and constraints of the Boston State Hospital property and outlines actions the City might take to achieve timely development.

Mattapan - Conduct land use analyses and adopt new zoning for Mattapan.

ROXBURY

7-8 Alvah Kittredge - Develop 7-8 Alvah Kittredge as 8 units of housing, 2 of which will be affordable.

C.A.B. - Develop C.A.B. as 8 units of housing, all of which will be affordable.

COB Transfers - Resolve outstanding tax issues on approximately 4 parcels to be transferred to the City of Boston for open space, parking, and housing uses. Obtain authorization to transfer approximately 73,300 square feet of phase 2 streets and medians to public agencies.

32 Dale - Assist in the development of 32 Dale Street as 20 units of housing, 10 of which will be affordable.

Dudley Square Plan/MBTA Dudley - Complete preparation of the master plan and revitalization program for Dudley Square. Coordinate MBTA planning affecting Dudley Square including reconstruction of Dudley Terminal, Orange Line replacement, and Washington Street reconstruction.

Dudley Street Neighborhood Initiative - Provide legal assistance to DSNI regarding its implementation of the development plan for Dudley Triangle.

Fountain Hill - Assist in the sell out of 21 units at Fountain Hill, Phase I, a 46 unit development, and the resolution of debt owed to the Boston 5.

Infill/Eustis - Assist in the redevelopment of 8 Infill units to a special needs housing and supportive services.

Infill/MLK - Coordinate the development of 16 Infill units at Martin Luther King Boulevard and Kingston Street for low and moderate income households.

Parcel P-3 - Development of a 75,000 square foot neighborhood retail mall.

Parcels 9 & 10 - Initiate disposition process for Parcels 9 and 10 under terms of DCPO MOA.

Parcel 18/Ruggles Center - Provide technical and staff support to the Parcel 18+ Task Force, Roxbury and Chinatown Trust Committees, Parcel 18 Housing Advisory Committee and Minority Business Enterprise Advisory Panel.

Roxbury Heritage State Park - Transfer approximately 75,418 square feet to Department of Environmental Management (DEM) for Roxbury Heritage State Park (RHSP).

St. James Estates - Assist in the sell out of 7 units at St. James Estates, a 22 unit project, 8 of which are affordable.

Whittier Street Health Center - Prepare relocation plan and financing program for the Whittier Street Health Center which will lead to successful relocation and development of a new facility on Parcel 3.

Winslow Court - Assist in the sell out of units at Winslow Court, a 24 unit, affordable development.

SOUTH BOSTON

Andrew Square - Develop new zoning for Andrew Square Neighborhood.

Children's Museum - Children's Museum expansion.

Develop Master Plan for BMIP in compliance with Chapter 90.

Fort Point Channel Open Space Plan - Develop Public Realm Plan for Fort Point Channel.

South Boston: Tudor Place/Monsignor Lyons Housing Project - Amend Home Purchase Assistance documents.

South Boston Neighborhood Zoning.

SOUTH END

Bio Square II - The University Associates project is a mixed-use development designed to provide for the long-term needs of the Boston University Medical Center for expanded and upgraded medical research and office space. The project includes the construction of four medical research/office buildings, a 240 room hotel and a 1,000 car parking garage over a ten year development timeframe.

Boston Center for the Arts - Continue to work with BCA on outstanding issues related to their future development program and current plans to develop Parcel 8 for parking.

Boston Dialysis Clinic - Assist in the development of a Boston Dialysis Clinic for the operation of a kidney dialysis center and other related medical sources.

Coordinate the design, construction and operation of parks and open spaces in the neighborhoods including Worcester Square, Westland Triangle and Hayes Park.

Douglass Plaza Phase I - Prepare HODAGs closeout legal documentation.

Lancaster House - Coordinate the development of Lancaster House as 40 rental units, 12 of the units will be available to low and moderate income households.

Langham Court - Assist in the marketing of Langham Court as 84 units of housing, 56 of which will be affordable.

Opera House Grant - Prepare Neighborhood Development Fund Grant documents.

Parcel RC-6 - Coordinate the development of mixed income housing in the South End.

Parcel R-10A, R-13 - Coordinate the development of mixed income housing in the South End.

Parcels 9 and 10 - Provide legal assistance with regard to the development of Parcels 9 and 10 in coordination with the South End Development Policy Planning Process.

Parcels SE-98A and B - Sale of two vacant parcels for institutional, commercial or residential reuse.

Property Disposition - Transfer approximately 35 parcels for open space uses in the South End to the South End Land Trust.

South End neighborhood zoning.

TDC IV - Complete the sell out of 8 units Marcus Tyler Condominiums located at East Berkeley Street.

Tent City - Prepare documents associated with MHFA workout.

47 Thorndike Street, a three rental unit Section 8 project.

1900 Washington Street - Sell housing and 5,000 square feet vacant lot for development to Youth Build for offices, classrooms and eight units of lodging.

WEST ROXBURY

West Roxbury - Conduct planning and land use analyses for West Roxbury Neighborhood Zoning.

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CITY AND AGENCY WIDE

Acquisitions - Inspect and evaluate possible property acquisitions by the BRA.

Affirmative Marketing - Coordinate the BRA's fair housing and affirmative marketing activities by meeting with other city, state and community agencies to facilitate implementation. Develop marketing activities to broaden housing opportunities through training programs for BRA staff, developers and other involved in the production of assisted housing. Provide information and materials on contents required for Affirmative Fair Housing Marketing Plans to developers and real estate representatives, BRA staff and others.

Bank Programs and Mortgage Lending - Work with other agencies and departments to ensure the banking and mortgage industry meets the credit needs of Boston's neighborhoods. Provide technical assistance to community banking commission. Review bank programs for compliance.

Beaches - Boston Beaches Revitalization Commission - staff and assist Commission on revitalization of beaches in Boston Harbor.

Board of Appeal Reviews - Conduct timely reviews and recommendations on all Board of Appeal cases with the active involvement of neighborhood groups and residents. Conduct Design Review for all neighborhood projects approved by the Board of Appeals subject to BRA Design Review.

Boston AIDS Consortium Housing - Assist the Housing Task Force of the Boston Aids Consortium to improve access to existing housing and to identify sites or develop new housing for people with AIDS (PWAs).

BRA Audit - Conduct independent audit of BRA's financial statements for year ending September 30, 1993.

BRA Library Operations - Maintain a professional library in support of the BRA's informational needs.

BRA Mapping Reproduction - Assist Neighborhood Planning and Zoning in preparation of Zoning Board of Appeal locational maps, approximately 350 maps per quarter, Mapping Reproduction services for BRA, public agencies and general public.

Budget Report - Prepare budget-to-actual reports on operating revenues and expenses.

Chapter 121A Agreements - Review Report and Decision Amendments; prepare Regulatory Agreement and 6A Contract Amendments.

Circumferential Transit - Explore crosstown transit alternative.

Conferences and Seminars - Conduct one major conference and three informal research seminars with outside participation.

Consolidated Development Review - Article 80.

Coordinate and manage facilities maintenance and computer inventory programs for all BRA's facilities and office equipment.

Coordinate with other city departments and agencies to cooperate on and avoid duplication of research; work with MAPC, New England Council, Metro Data Center, MISER, and other agencies on regional issues.

Crosstown Study - Prepare plan urban design and rezoning for the Crosstown Study Area to include South Bay/New Market, Melnea Cass Boulevard, West Boylston and Longwood Medical Areas.

Data Bases - Maintain up-to-date data bases in census, state and Boston employment, office market, hotel market, housing market, tax exempt property, medical research, tourism, businesses and commercial properties, retail market, Boston's contribution to state revenues, and roster of health care, educational, and other non-profit institutions in Boston.

Department Support - Publish and compile INTERNAL MEMORANDA on research or analysis to support other BRA departments.

Developer's Audit - Monitor and audit developer's compliance with lease agreements.

Develop Environmental Policy. Work with DEP Air Quality Division and BTD to develop legislation to accelerate adoption of improved emission control standards.

Development Suitability/Loop Checks - Maintain and evaluate development suitability (classification codes) of complete inventory of all property, water rights, and residual interests held by the BRA. Complete loop checks on all property being acquired/ disposed by the BRA. These checks are comprised of reports by the Rent Equity Board, Arson Commission, Fair Housing Commission, and the Tax Title Office.

Dispo Committee - Coordination of the Property Disposition Committee to work with BRA departments to assemble development parcels, expedite the disposition process, and acquire large development parcels.

Dispo Policies / Clearinghouse - Improve property acquisition and disposition policies to assist in completion of affordable housing initiatives. Participate in the

Clearinghouse with representatives from Real Property and Public Facilities departments to enhance BRA initiatives.

Disposition Statistics - Tracking of parcels sold and parcels remaining to be sold.

Economic Trends - Publish nine BRA Research reports on a regular cycle.

Education and Outreach - Reestablish the Research Roundtable; establish university contacts for informal advisory council; secure interns for research.

Employee Training - Provide training programs for staff and supervisors.

Environmental Review and Comment - Comment on significant City of Boston, State, and/or Federal projects to appropriate State and Federal environmental agencies. Particular emphasis on timely review and comment on proposals before Massachusetts Executive Office of Environmental Affairs-MEPA Unit.

Facilities Maintenance - Monitor the maintenance program for the BRA's facilities and office space.

Family/Medical Leave - Draft policy to comply with the Family and Medical Leave Act 1993.

Geographic Displays - Develop spatial analysis and displays of economic and demographic data.

Graphics - Provide graphic services to support BRA and City programs and initiatives.

Industrial development plan for 5 underutilized industrial areas/EOCD Grant.

INSIGHT - Publish 12 INSIGHT reports a year on topics on importance to the City of Boston.

Inspect all property and manage security, landscaping, removal of debris, building repairs, and elimination of health and safety hazards for Group 3 neighborhoods. Maintain complete records of liability insurance for all tenants and contractors.

Insurance - Maintain complete records of liability insurance for all tenants and property management contractors.

Inventory - Maintain the computer inventory of furniture and office equipment.

Inventory - Maintain fixed asset inventory system.

Mailing List - Maintain up-to-date circulation list.

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Maintain the BRA's financial management system, forecast revenues and expenses, and report on financial performance.

Management of Group 1 properties from acquisition to disposition - maintenance, liability insurance and property records. Group 1 includes: CNY, Charlestown, Downtown, West End, Copley Square Park, Government Center, Waterfront, South End, Mission Hill, Dudley, Roxbury, Campus High, Kittredge Square, Washington Park, Brunswick-King, and Dorchester (South). Inspect all property and manage the security, landscaping, removal of debris, building repairs, and elimination of health and safety hazards for Group 1 neighborhoods. Maintain complete records of liability insurance for all tenants and contractors.

Management of Group 2 properties from acquisition to disposition - maintenance, liability insurance and property records. Group 2 includes: East Boston, South Cove, Fenway, Brunswick-King, Hyde Park, Mattapan, and Dorchester (North). Inspect all property and manage the security, landscaping, removal of debris, building repairs, and elimination of health and safety hazards for Group 2 neighborhoods. Maintain complete records of liability insurance for all tenants and contractors.

Management of Group 3 properties from acquisition to disposition - maintenance, liability insurance and property records. Group 3 includes: North Station, Boylston-Essex, South Station, Jamaica Plain, Roslindale, and West Roxbury.

Maps - Produce book of maps.

Memorials - Assist in the site review, program, formulation, competition format and design review for memorials; including the Holocaust Memorial, Beirut Memorial, Korean War Memorial and Coconut Grove Memorial; this is an ongoing project.

Monitor contractual agreements between the BRA and developers, development groups, and vendors (with particular attention to the Mayor's Executive Order on M/WBE vendors).

M/WBE Program - Monitor the BRA's purchases from minority/women business enterprises to comply with the Mayor's Executive Order.

New Research - Investigate potential for conducting independent research supported by federal grants, for establishing a Boston Journal of Urban Policy, and for establishing a Boston State of the Economy Index.

New Zoning Code - Recodify the Zoning Code.

Non-Profit Audits - Monitor and audit grants and loans to non-profits.

Open Space Network - Develop and review open space programs and environmental policies in conjunction with Parks Department and Environment Department.

Port of Boston rail connections.

Primary Mapping Activities - Mapping provides staff support to other departments in the pursuit of their projects and objectives.

Professional Articles - Publish research articles in professional journals.

Property Valuation - Work on property valuations for Parcels: 2A - East Boston, 24 - Fenway, 54g -m South End, 54h - South End, P-3b - Campus High, P-3a - South Cove.

Public Information - Respond to requests for information from the public.

Publication List - Maintain up-to-date publication list; circulate up-to-date publication list to broad mailing list annually.

Purchasing - Assure compliance with purchasing laws and procedures. Purchase supplies and equipment necessary for proper BRA operations.

Real Estate Evaluation - Provide research data to assist with the disposition of South End and Roxbury parcels for the proposed Surplus Properties Disposition Program. Obtain authorization and conduct disposition process for approximately 6 Charlestown parcels.

Real Estate Sales and Research - Current sales are followed weekly and monthly in several periodicals and recorded when necessary in Real Estate files. Frequently it is necessary to do legal research on parcels sold. Both current sales and legal research involve frequent trips to the Registry of Deeds as well as BRA files.

Recodification of the Zoning Code.

Regional and State Data - Monitor issues at the regional, state, and national levels that affect Boston's quality of life and competitiveness; maintain data on Boston's position in the state and region; develop projections for Boston's growth in a regional context; hold policy briefings to develop research topics.

Rental Rates - Assist in setting of rental rates to ensure a fair return to the BRA.

Resale of Deed Restriction Units - Prepare required certificates for resale (Certificate of Maximum Resale Price, Certificate of Compliance, etc.); Mortgage Discharges and Releases.

Research and track property sales to evaluate the current market and provide assistance for the determination of fair reuse values. Manage and monitor the land records (classification property codes) of all remaining BRA property until disposition.

Resource Book - Complete and maintain Resource Book as reference tool.

Single Family Homes Initiative - Formulate a program for the development of single family homes on BRA-owned sites in various neighborhoods throughout the City.

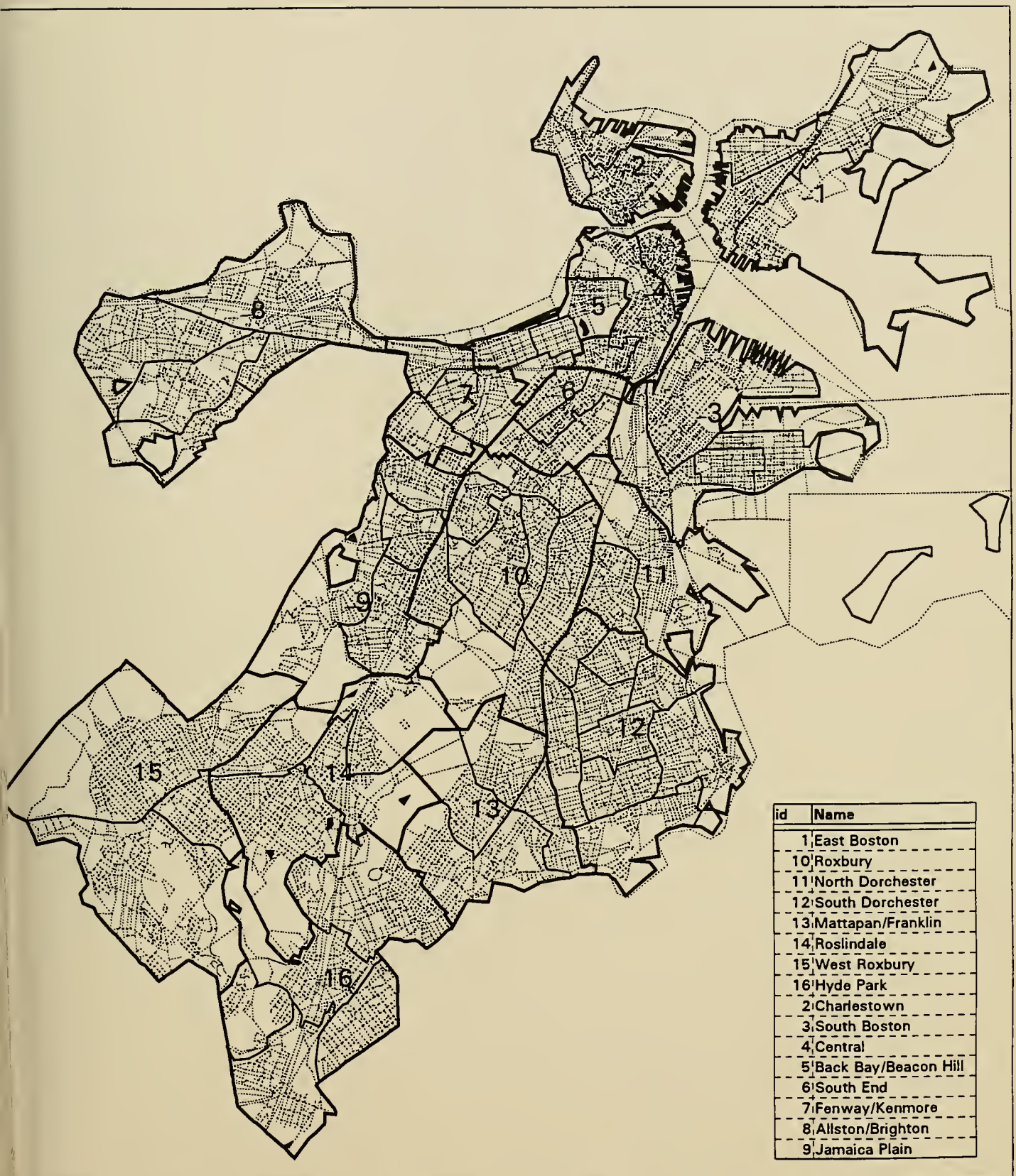
Shuttle Service - Ensure regular transportation between City Hall, Charlestown Navy Yard, and Archives location.

Summer Employment Program - Manage summer employment program.

Three Year Forecast - Revise three-year revenue and expense forecast.

Utility Permits - Review requests by Boston Gas, Boston Edison, New England Telephone, and Cablevision for entry onto BRA properties.

Zoning Commission Liaison - Act as liaison and advisor to the Zoning Commission.



id	Name
1	East Boston
10	Roxbury
11	North Dorchester
12	South Dorchester
13	Mattapan/Franklin
14	Roslindale
15	West Roxbury
16	Hyde Park
2	Charlestown
3	South Boston
4	Central
5	Back Bay/Beacon Hill
6	South End
7	Fenway/Kenmore
8	Allston/Brighton
9	Jamaica Plain

BRA Planning Districts

BR Research Dept. goetze c:\miw2\bos90\pdmap 11/93

SIGNIFICANT OUTCOME MEASURES

The BRA utilizes its annual work program to track and measure progress against objectives. The document is created by collecting submissions from each of the BRA's nine departments. The submissions are reviewed and compiled by the Director's Staff. The annual document is also reviewed by the BRA Board prior to publication.

During the course of the year, progress is reviewed against the work program objectives. The BRA's time management system is also keyed to the projects in the work program. Computer runs of time charges against objectives are made and distributed to the department heads who in turn review them with their employees. A time management catalogue of projects is also published to provide accessibility to project codes for employee reporting on their weekly time sheets.

A copy of the Work Program is provided separately.

COMPARATIVE SUMMARY STATEMENT OF OPERATING REVENUES AND EXPENSES
FOR FISCAL YEARS 1991-1994
(000 OMITTED)

	BUDGET	ACTUAL		
	1994	1993	1992	1991
OPERATING REVENUES				
Rental, Leases & Equity Participation	$3,650	$4,028	$4,245	$5,365
Disposition Income	8,794	9,755	3,661	13,850
Other Income	400	440	856	645
TOTAL OPERATING INCOME	12,844	14,223	8,762	19,860
OPERATING EXPENSES				
Personnel	6,960	7,212	8,618	9,220
Employee Benefits	2,585	2,760	2,720	3,164
Administrative	845	841	1,041	1,258
Occupancy	575	641	1,068	1,339
Contractual Services	525	420	1,153	1,904
Property Management	950	1,004	1,187	1,234
TOTAL OPERATING EXPENSES	12,440	12,878	15,787	18,119
CONTRIBUTION FROM OPERATIONS AND BEFORE OTHER EXPENSES	404	1,345	-7,025	1,741
OTHER EXPENSES				
Restructing Charges		126	613	490
Support City Agencies (Sch A)	169	315	237	791
Development Initiative (Sch B)	235	453	470	666
TOTAL OTHER EXPENSES	404	894	1,320	1,947
CONTRIBUTION TO (FROM) FUND BALANCE	$	$451	($8,345)	($206)

COMPARATIVE DETAIL STATEMENT OF OPERATING EXPENSES

FOR FISCAL YEARS 1991-1994

(000'S OMITTED)

	BUDGET	ACTUAL		
	1994	1993	1992	1991
PERSONNEL EXPENSE				
Employee Wages & Salaries	6,490	6,771	8,118	8,745
Part-Time, Interns, Overtime	470	441	500	475
Subtotal, Personnel Costs	6,960	7,212	8,618	9,220
EMPLOYEE BENEFITS				
City Pension Contribution	1,375	1,490	1,455	1,785
Hospitalization & Life Ins.	1,025	1,066	1,135	1,127
Workers' Compensation	185	204	130	252
Subtotal, Employee Benefits	2,585	2,760	2,720	3,164
ADMINSTRATIVE EXPENSE				
Advertising	25	15	25	32
Audits	100	150	150	150
Business Travel	20	17	20	31
Library	45	46	52	63
Employee Education	10	7	23	43
Graphic Design	50	48	71	106
Mapping & Model Making	25	15	30	21
Office Supplies	70	60	68	111
Postage	50	31	39	40
Telephone Services	235	236	297	310
Data Processing	75	100	103	137
Copy Machine Rental	85	73	95	84
Copy Supplies	20	16	20	26
Printing & Outside Copy Service	35	21	43	97
Furniture & Fixtures		6	5	7
Subtotal, Administrative	845	841	1,041	1,258

COMPARATIVE DETAIL STATEMENT OF OPERATING EXPENSES

FOR FISCAL YEARS 1991-1994

(000'S OMITTED)

	BUDGET	ACTUAL		
	1994	1993	1992	1991
OCCUPANCY				
Rent, Operating, and Utilities	575	641	1,068	1,339
Subtotal, Occupancy	575	641	1,068	1,339
CONTRACTUAL SERVICES				
Legal	325	303	313	477
Research	50	33	169	166
Planning & Development	125	78	589	953
Engineering/Construction	25	6	82	308
Subtotal, Contractual Services	525	420	1,153	1,904
PROPERTY MANAGEMENT				
Building & Land Maintenance	350	373	548	457
Board-Up & Fencing	35	16	26	80
Insurance	220	201	220	267
Security	185	208	219	267
Snow Removal	75	123	26	38
Supplies & Equipment	25	26	37	39
Utilities	25	28	80	44
Vehicle Maintenance	35	29	31	42
Subtotal, Property Management	950	1,004	1,187	1,234
TOTAL OPERATING EXPENSES	12,440	12,878	15,787	18,119

COMPARATIVE DETAIL STATEMENT OF OPERATING EXPENSES

FOR FISCAL YEARS 1991-1994

(000'S OMITTED)

	BUDGET	ACTUAL		
	1994	1993	1992	1991
SCHEDULE A				
OTHER EXPENSES				
SUPPORT OF CITY AGENCIES				
PERSONNEL				
Board of Appeal	70	32	35	35
Zoning Commission		70	50	50
Archives		30	60	60
BHA/Columbia Point Task Force				30
Midtown Cultural District	32			40
BCDC	67	67		
Subtotal, Personnel	169	199	145	215
TECHNICAL SERVICES				
EDIC		8		
Mayor's Development Office		15	51	45
Walsh Commission		54		
Arts and Humanities			8	37
Parks Department		16		
Employee Assistance Program			33	16
Summer Jobs				450
Midtown Cultural District				28
Personnel Department		23		
Subtotal, Technical Services		116	92	576
TOTAL SUPPORT OF CITY AGENCIES	169	315	237	791

COMPARATIVE DETAIL STATEMENT OF OPERATING EXPENSES

FOR FISCAL YEARS 1991-1994

(000'S OMITTED)

	BUDGET	ACTUAL		
	1994	1993	1992	1991
SCHEDULE 8				
OTHER EXPENSES				
DEVELOPMENT INITIATIVES				
CUSTOM HOUSE				
Personnel	45	81	78	114
Building and Land Maintenance		77	22	40
Security	90	190	187	217
Utilities	80	65	146	130
Developer Reimbursement				125
Insurance	20	40	37	40
TOTAL DEVELOPMENT INITIATIV	235	453	470	666

EXTERNAL FUNDING

The BRA is self sustaining, its revenues are received from its real estate inventory. Prior to FY 88 monies were received for BRA operations from CDBG, the COB Planning Appropriation and City Capital Administrative allocations. Currently the BRA does not receive outside funds, nor does it administer trust funds.

PROJECTED FY94 BUDGET

The FY94 projected expenditure is presented with the three year budget history in Section 3A.

BUDGETED HEADCOUNT FOR FY1994

160 full-time employees
8 part-time employees
7 interns

ACTUAL PERSONNEL COMPLEMENT

167 full-time employees
8 part-time employees
7 interns

PERSONNEL NOT PAID ON CITY OF BOSTON PAYROLLS

The BRA does not receive City of Boston funding for personnel. BRA revenue is derived from rental, leases, and equity participation from its projects and from the disposition of property. A list of all BRA personnel is attached.

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BOSTON REDEVELOPMENT AUTHORITY

DEPARTMENTAL PERSONNEL REPORT

November 29, 1993

DIRECTOR'S OFFICE

Chief Executive Officer

Paul L. Barrett, Director

Operations Division

Marc E. Webb, Director of Operations
Cathy A. Frye, Executive Secretary
Elaine Y. Hale, Office Manager
Ellen Pinkos-Cobb, Land Use Lawyer (Part-time)

Executive Staff

Gerard Kavanaugh, Chief of Staff
Paul L. McCann, Executive Assistant to the Director
Nancy A. Tentindo, Director of Policy Planning
Karen G. Gray, Special Assistant
Wendy J. Bookstein, Special Assistant to the Director
Maria L. Dy, Administrative Assistant
Michelle Cammarata, Volunteer Intern

SECRETARY'S OFFICE

Administration Division

Joseph F. Fisher, Executive Director/Secretary
Ann Theresa Dwyer, Asst. to the Ex. Dir./Sec. (Part-time)
Susan M. Hannon, Senior Administrative Assistant
Jessica Costantino, Administrative Assistant
Teresa M. Gannon, Administrative Assistant (Part-time)
Kenneth V. Keohane, Construction Supervisor

Archives - COB Division

Laurence J. Gillis, Administrative Assistant
Loretta M. Kelley, Administrative Clerk

ADMINISTRATION & FINANCE DEPARTMENT

Administration Division

Joseph J. Noonan, Assistant Director for A & F
Edward C. O'Donnell, Deputy Director of Management & Operations
Vita M. Sullivan, Administrative Secretary

Budget & Finance Division

Francis X. Kelliher, Assistant Controller
Michael J. LaTerz, Deputy Controller
Robert F. Arnold, Contracts Manager
Alice V. Emuoyibo, Budget Manager
Francis P. McNally, General Accountant
Ronald P. Salters, Accountant I
Alicia L. Thompson, Data Processing Assistant

Graphic Design Division

William A. Costa, Director of Graphic Design
Daniel B. Moon, Chief Graphic Designer
Patrice P. Berens, Graphic Artist

Human Resources Division

Bernice C. McLennan, Director of Human Resources
Linda M. Tuttle, Special Assistant
Rosemary A. Cannon, Human Resource Administrator
Bernice C. Payne, Human Resource Administrator
Arlyne F. Grant, EAP Coordinator/Human Resource Administrator
Susan J. Daly, Office Manager
Marian R. Hamrock, Data Processing Manager (Part-time)
George A. Winston, Director of Contract Compliance
John H. Redd, Administrative Assistant
Patricia A. Doherty, Administrative Assistant
Ann T. Doherty, Administrative Secretary

Staff Services Division

Denine M. LeBlanc, Purchasing Agent
Susan M. Malone, Purchasing Clerk
Ann B. Parolin, Administrative Assistant

ECONOMIC DEVELOPMENT DEPARTMENT

Administration Division

Brian M. DeLorey, Assistant Director for ECD
Richard B. Mertens, Environmental Review Officer
Wendy Eligon-John, Administrative Secretary
Anne M. Farmer, Administrative Assistant
Mildred Harris, Administrative Clerk III
Kathryn J. Lamb, Administrative Assistant

Capital Projects Division

Paul E. Reavis, Assistant Director for EDS
William R. Barbato, Chief Project Engineer
Richard J. Burke, Administrative Assistant
Peter P. Looney, Intern

Downtown Development Division

Margaret A. Ings, Coordinator Midtown Cultural District
William A. Reilly, Jr., Project Coordinator

Harbor Development Division

Victor W. Karen, Deputy Director
J. Edward Roche, Director of Special Projects/Harbor Planning
John F. O'Brien, Project Coordinator

GENERAL COUNSEL DEPARTMENT

Document & Project Review Division

Kevin J. Morrison, Acting Chief General Counsel
Ralph F. Cahill, Assistant General Counsel
Janet R. Carlson, Assistant General Counsel
Terrance M. McCormick, Legal Secretary

Litigation Division

John F. Mulhern, Deputy Director/General Counsel

INSTITUTIONAL PLANNING & DEVELOPMENT DEPARTMENT

Administration Division

Beverley E. Johnson, Assistant Director for IPD
Patricia Logue, Administrative Assistant
Rosamond B. Smith, Administrative Assistant
Joanne M. Zambuto, Administrative Assistant II
Scott C. Haddad, Intern

Institutional Division

Richard A. Mulligan, Project Coordinator
Dennis Callahan, Project Assistant
Jeffrey M. Hampton, Administrative Assistant

Mapping Division

Peter E. Neitz, Senior Technician
Veronica Q. Young, Drafter II

Special Projects Division

Richard P. Garver, Deputy Director
E. Owen Donnelly, Deputy Director
Lawrence E. Brophy, Senior Planner
Laurence K. Koff, Coordinator for Institutional & Project Planning

NEIGHBORHOOD HOUSING & DEVELOPMENT DEPARTMENT

Administration Division

Thomas J. O'Malley, Assistant Director for NHD
Marta DeJesus, Office Manager
Geauanne M. Hill, Switchboard Operator

Community Development Division

William F. Griffin, Project Manager
Josephine P. Thompson, Community Development Specialist
Melvin B. Goldstein, Administrative Assistant (Part-time)

Housing Division

Antonio J. Torres, Deputy Director
Aaron D. Schleifer, Housing Planner/Analyst

Neighborhood Development Division

Maria E. Faria, Deputy Director for Neigh. Econ. Dev.
James G. Kostaras, Senior Architect
Major H. Lewis, Coordinator of Special Projects
Philip L. Zeigler, Senior Planner

NEIGHBORHOOD PLANNING & ZONING DEPARTMENT

Administration Division

Linda S. M. Haar, Assistant Director for NPZ
Cynthia M. Barr, Land Use Lawyer (Part-time)
Nancy E. Connor, Administrative Secretary
Sheila A. Keogh, Secretary
Brendan J. Adams, Intern
Michael F. Flaherty, Jr., Intern

Neighborhood Planning Division

Muhammad Ali-Salaam, Deputy Director
Christine G. Araujo, Senior Planner
Nathalie Beauvais, Senior Planner
Gary R. Brown, Planning Officer I
Richard M. Gibbons, Senior Planner
Hugues J. Monestime, Planner
Richard J. Shaklik, Planning Officer II

Zoning & Waterfront Planning

George Morancy, Deputy Director/Director of Zoning & Water. Plan.
Joseph J. Walling, Assistant Director of Zoning
James L. Sullivan, Project Assistant
Edward T. Devitt, Technician

POLICY DEVELOPMENT AND RESEARCH DEPARTMENT

Administration Division

Robert Consalvo, Assistant Director for PDR
William T. O'Donnell, Community Relations Manager
Louise A. Wright, Office Manager
Alyce B. Stewart, Administrative Secretary
Erik D. Simon, Intern

Demographic & Economic Research

Gregory W. Perkins, Deputy Director for PDR
John E. Avault, Deputy Director/Econometrician
Mark R. Johnson, Economic Research & Planning Analyst
Robert G. Amatruda, Research Aide

Public Information

Rhonda G. Bolling, Deputy Director/Conference Org.& Pub. Editor
Maxine V. Strickland, Senior Library Assistant
Laurie A. Onanian, Public Information Specialist
Elaine M. Happnie, Administrative Assistant

REAL ESTATE SERVICES DEPARTMENT

Administration Division

Michael A. Bartosiak, Assistant Director for RES
Michael E. Kearney, Deputy Director
Patricia V. Happnie, Administrative Secretary
Delores M. Rice, Administrative Secretary
Sean P. Flaherty, Intern

Operations & Facilities Management

Joseph H. George, Deputy Director for RES
James Wilson Working Supervisor
Leo A. Nealon, Foreman
George Buttiglieri, Laborer
Ricardo Solares, Laborer
Roberta Downey, Word Processing Manager
Joan W. Beard, Word Processing Technician
Lesley S. Christos, Supervisor/Mapping Reproduction Div.
Michael J. Cannata, Administrative Assistant
Nora B. Healy, Senior Switchboard Operator
Mary Hamilton, Switchboard Operator
Donald J. Maines, Copy Service Technician
Paul Sebago, Copy Service Technician
Francis Crowe, Copy Service Technician
Stephen P. Keenan, Copy Service Technician

Intergovernmental Division

John N. Fiumara, Deputy Director
Dennis G. Hurney, Senior Administrative Assistant
Arthur P. Michalski, Office Manager

Property Management Division

David Hurley, Deputy Director/Director of Property Management
James W. Gibbs, Office Manager
Dolores I. Clark, Senior Administrative Assistant
Joseph T. Conran, Special Assistant for Real Estate
Regla Gonzalez-Egan, Real Estate Specialist
Michael E. Leahy, Rehabilitation Specialist
Stephen J. Norton, Administrative Assistant
Paul W. Campbell, Administrative Assistant
Charles J. Morancy, Superintendent of Property Management
Paul W. Flebotte, Working Supervisor
Francis Whitlock, Foreman
Steve Martin, Foreman
Alan Lockhart, Laborer
Edward J. McNamara, Laborer
Alfred Murray, Jr., Laborer
John K. O'Dwyer, Laborer
Alvaro Valerio, Laborer

URBAN DESIGN & DOWNTOWN PLANNING

Administration Division

Homer Russell, Assistant Director for UDD
Kathleen M. Constantino, Office Manager
Linda Macquarrie, Administrative Secretary
Thomas J. Maistros, Jr., Executive Director of the BCDC
Marie Welby, Administrative Secretary (Part-time)
Ralph L. Dart, Midtown Liaison

Urban Design Division

David A, Carlson, Architect V
Sandra E. Fein-Swaile, Architect IV
Diane M. Chamberlin, Project Assistant
Karen A. Leonard-Muse, Coordinator of Plan. Communica. (Part-time)

Design Review Division

Prataap Patrose, Deputy Director
Robert Kroin, Chief Senior Architect
Thomas Saravelas, Architect
Kairos Shen, Urban Designer
Patrice A. Todisco, Senior Landscape Architect

Model Shop

Kevin J. Hurley, Senior Model Maker
John J. Beaton, Model Maker
Robert J. Gaudette, Model Maker
Richard S. LeBlanc, Model Maker

PERSONNEL HIRED AND PAID OUTSIDE OF THE CITY BUDGET

All BRA employees are paid outside of the City of Boston budget. A list of employees is provided in tab 4C.

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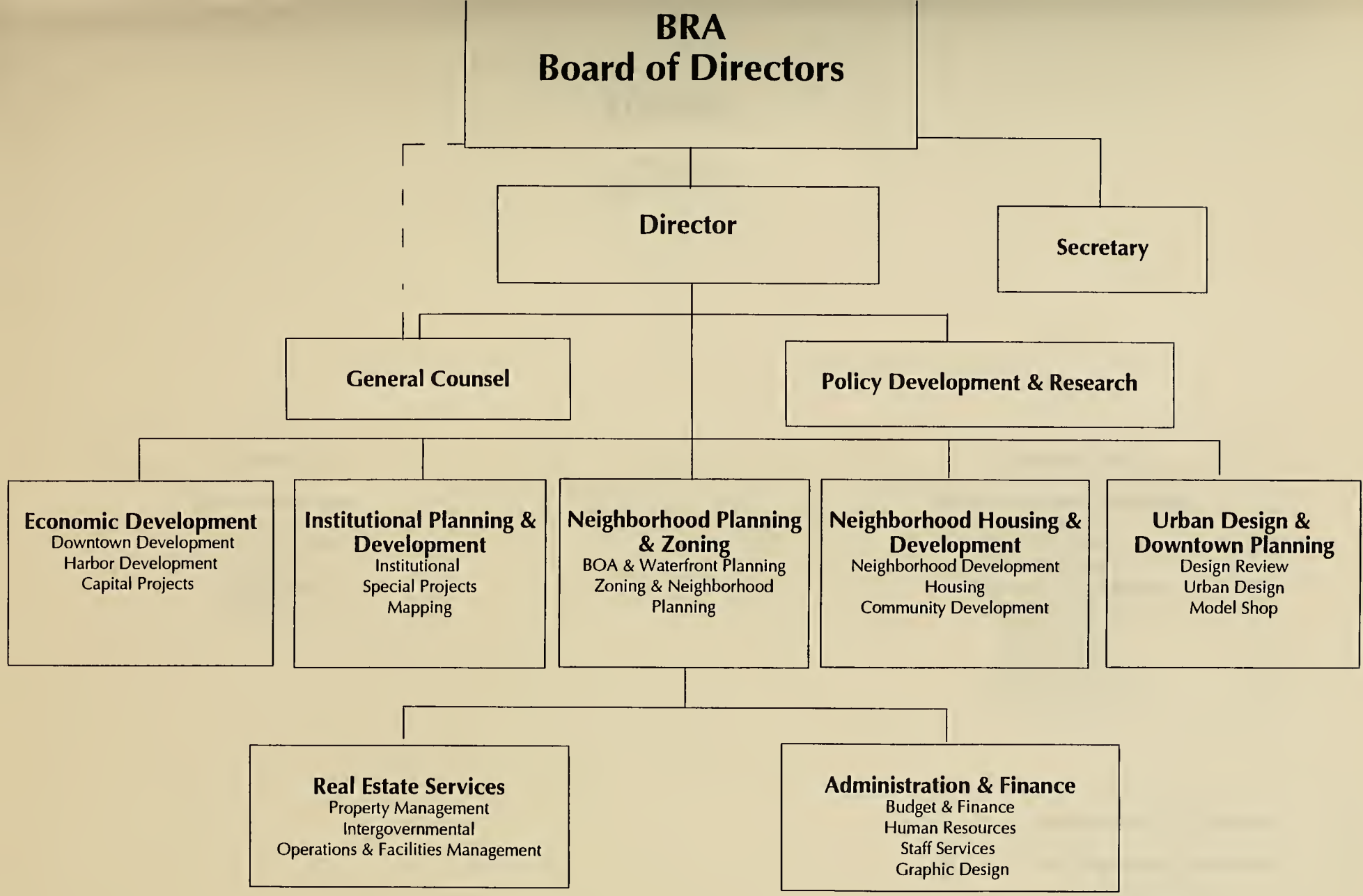
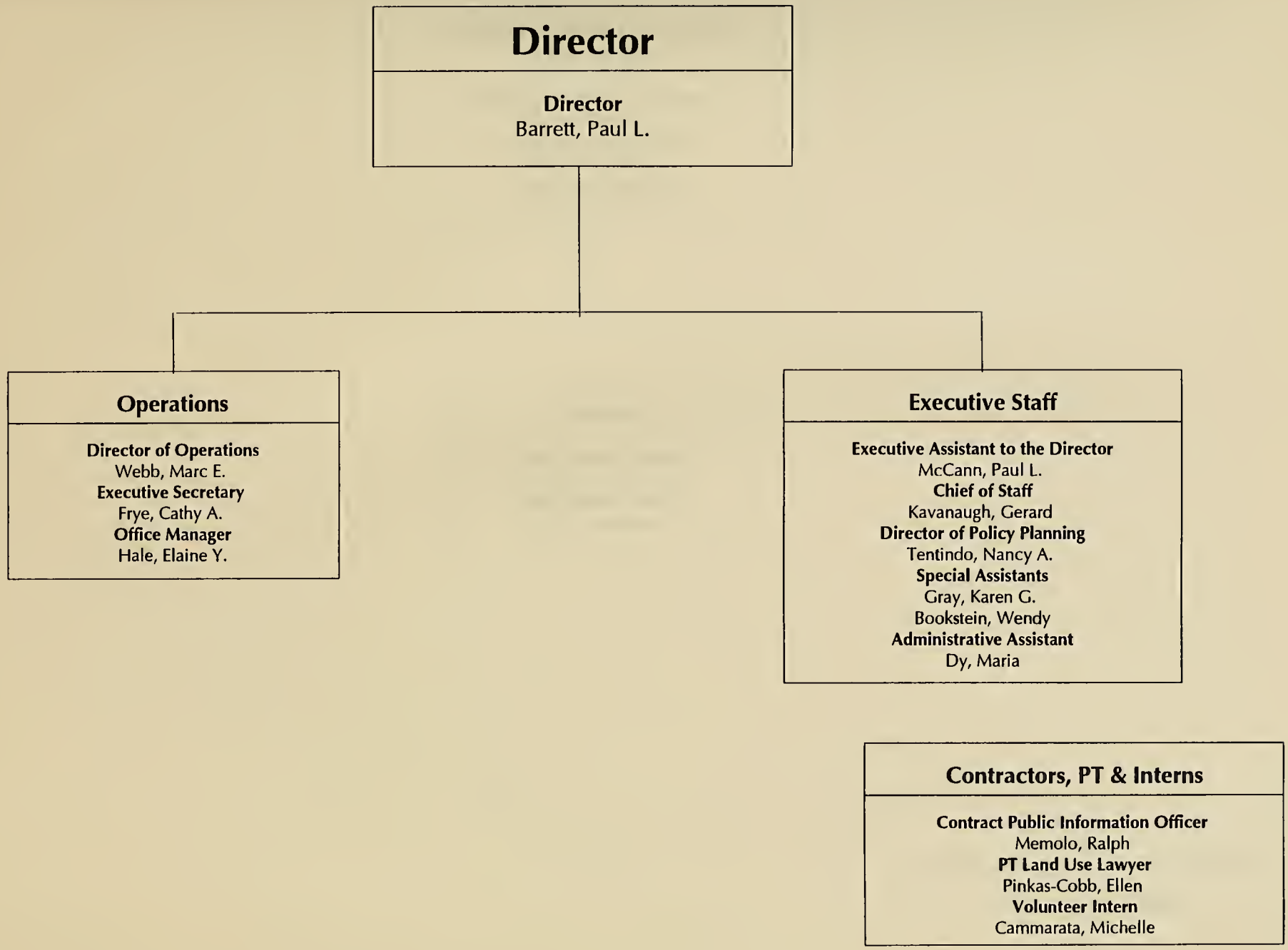

BRA
Board of Directors
Director
Secretary
General Counsel
Policy Development & Research
Economic Development
Downtown Development
Harbor Development
Capital Projects
Institutional Planning & Development
Institutional
Special Projects
Mapping
Neighborhood Planning & Zoning
BOA & Waterfront Planning
Zoning & Neighborhood Planning
Neighborhood Housing & Development
Neighborhood Development
Housing
Community Development
Urban Design & Downtown Planning
Design Review
Urban Design
Model Shop
Real Estate Services
Property Management
Intergovernmental
Operations & Facilities Management
Administration & Finance
Budget & Finance
Human Resources
Staff Services
Graphic Design


Director
Director
Barrett, Paul L.
Operations
Director of Operations
Webb, Marc E.
Executive Secretary
Frye, Cathy A.
Office Manager
Hale, Elaine Y.
Executive Staff
Executive Assistant to the Director
McCann, Paul L.
Chief of Staff
Kavanaugh, Gerard
Director of Policy Planning
Tentindo, Nancy A.
Special Assistants
Gray, Karen G.
Bookstein, Wendy
Administrative Assistant
Dy, Maria
Contractors, PT & Interns
Contract Public Information Officer
Memolo, Ralph
PT Land Use Lawyer
Pinkas-Cobb, Ellen
Volunteer Intern
Cammarata, Michelle

Secretary

Executive Director / Secretary
Fisher, Joseph

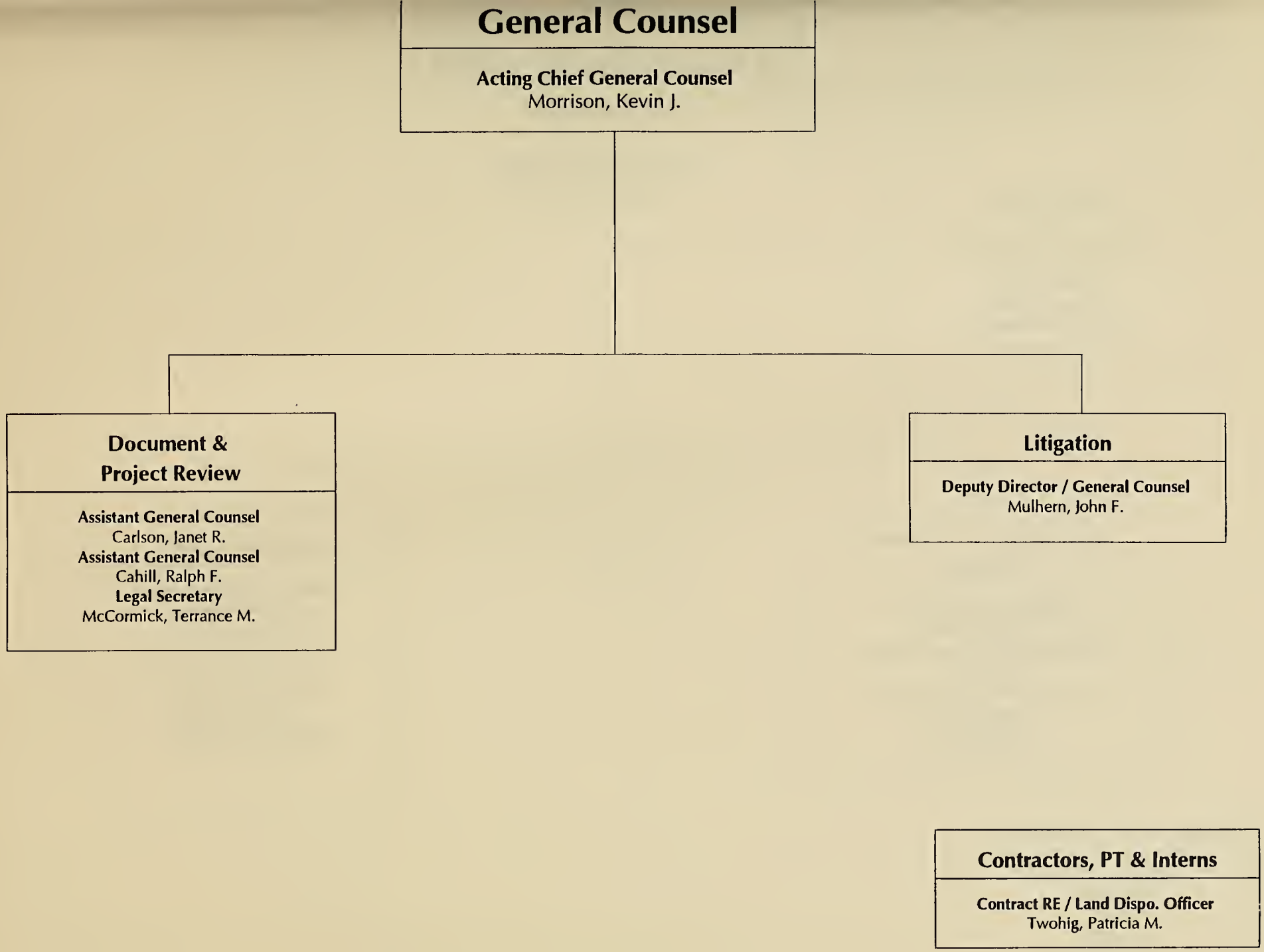
Senior Administrative Assistant
Hannon, Susan M.
Administrative Assistant
Costantino, Jessica
Construction Supervisor
Keohane, Kenneth V.

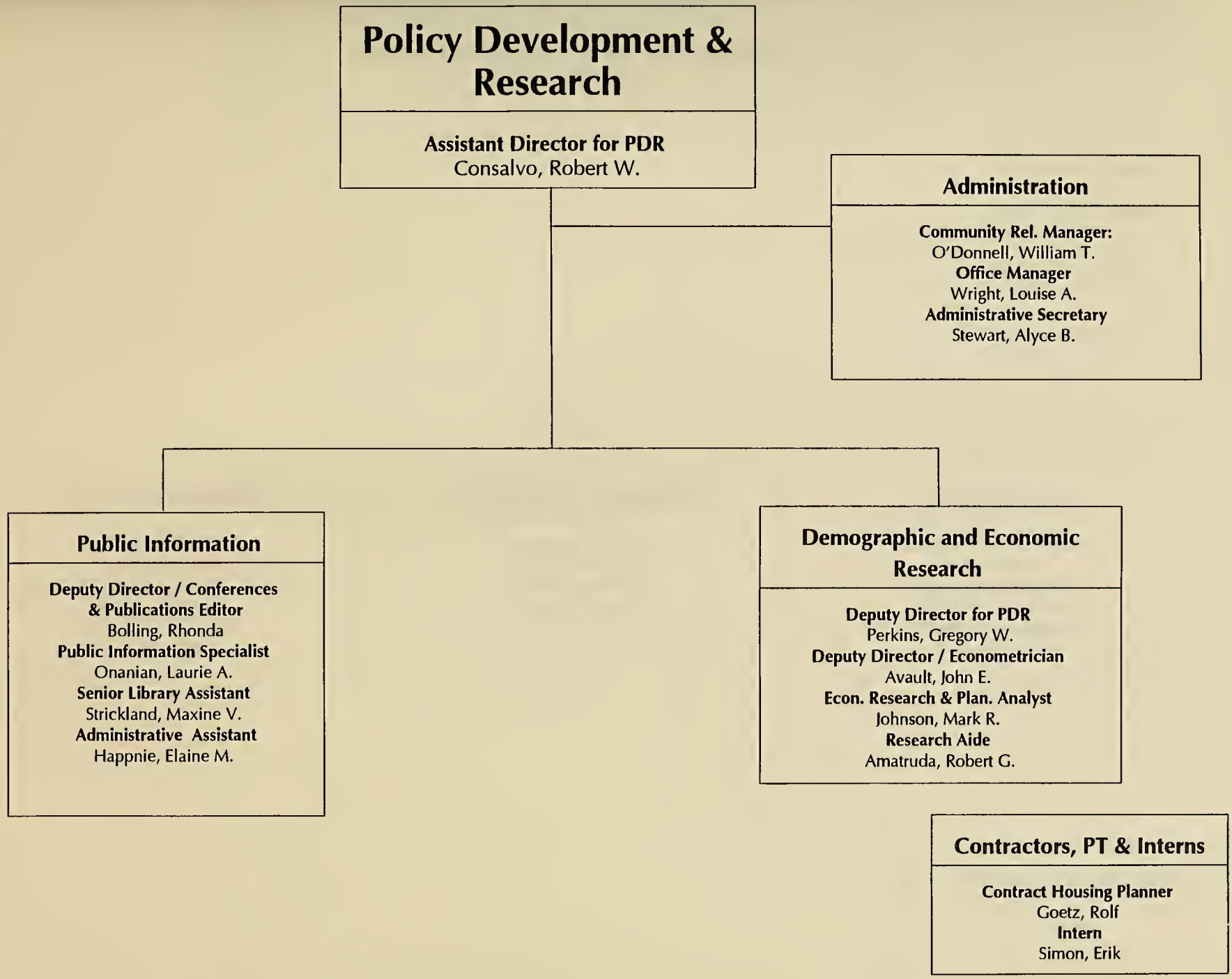
Archives

Administrative Assistant
Gillis, Laurence J. - **COB**
Administrative Clerk
Kelley, Loretta M.

Contractors, PT & Interns

Contractor
Simonian, Kane
PT Assistant to the Executive Director / Secretary
Dwyer, Ann Theresa
PT Administrative Assistant
Gannon, Teresa


General Counsel
Acting Chief General Counsel
Morrison, Kevin J.
Document & Project Review
Assistant General Counsel
Carlson, Janet R.
Assistant General Counsel
Cahill, Ralph F.
Legal Secretary
McCormick, Terrance M.
Litigation
Deputy Director / General Counsel
Mulhern, John F.
Contractors, PT & Interns
Contract RE / Land Dispo. Officer
Twohig, Patricia M.


Policy Development & Research
Assistant Director for PDR
Consalvo, Robert W.
Administration
Community Rel. Manager:
O'Donnell, William T.
Office Manager
Wright, Louise A.
Administrative Secretary
Stewart, Alyce B.
Public Information
Deputy Director / Conferences & Publications Editor
Bolling, Rhonda
Public Information Specialist
Onanian, Laurie A.
Senior Library Assistant
Strickland, Maxine V.
Administrative Assistant
Happnie, Elaine M.
Demographic and Economic Research
Deputy Director for PDR
Perkins, Gregory W.
Deputy Director / Econometrician
Avault, John E.
Econ. Research & Plan. Analyst
Johnson, Mark R.
Research Aide
Amatruda, Robert G.
Contractors, PT & Interns
Contract Housing Planner
Goetz, Rolf
Intern
Simon, Erik

Economic Development

Assistant Director for Economic Development
Delorey, Brian M.

Administration

Administrative Clerk III
Harris, Mildred V.
Administrative Assistants
Lamb, Kathryn J
Farmer, Anne M.
Administrative Secretary
Eligon-John, Wendy

Environmental Review Officer
Mertens, Richard B.

Harbor Development

Deputy Director
Karen, Victor W.
Director of Special Projects / Harbor
Roche, J. Edward
Project Coordinator
O'Brien, John F.

Downtown Development

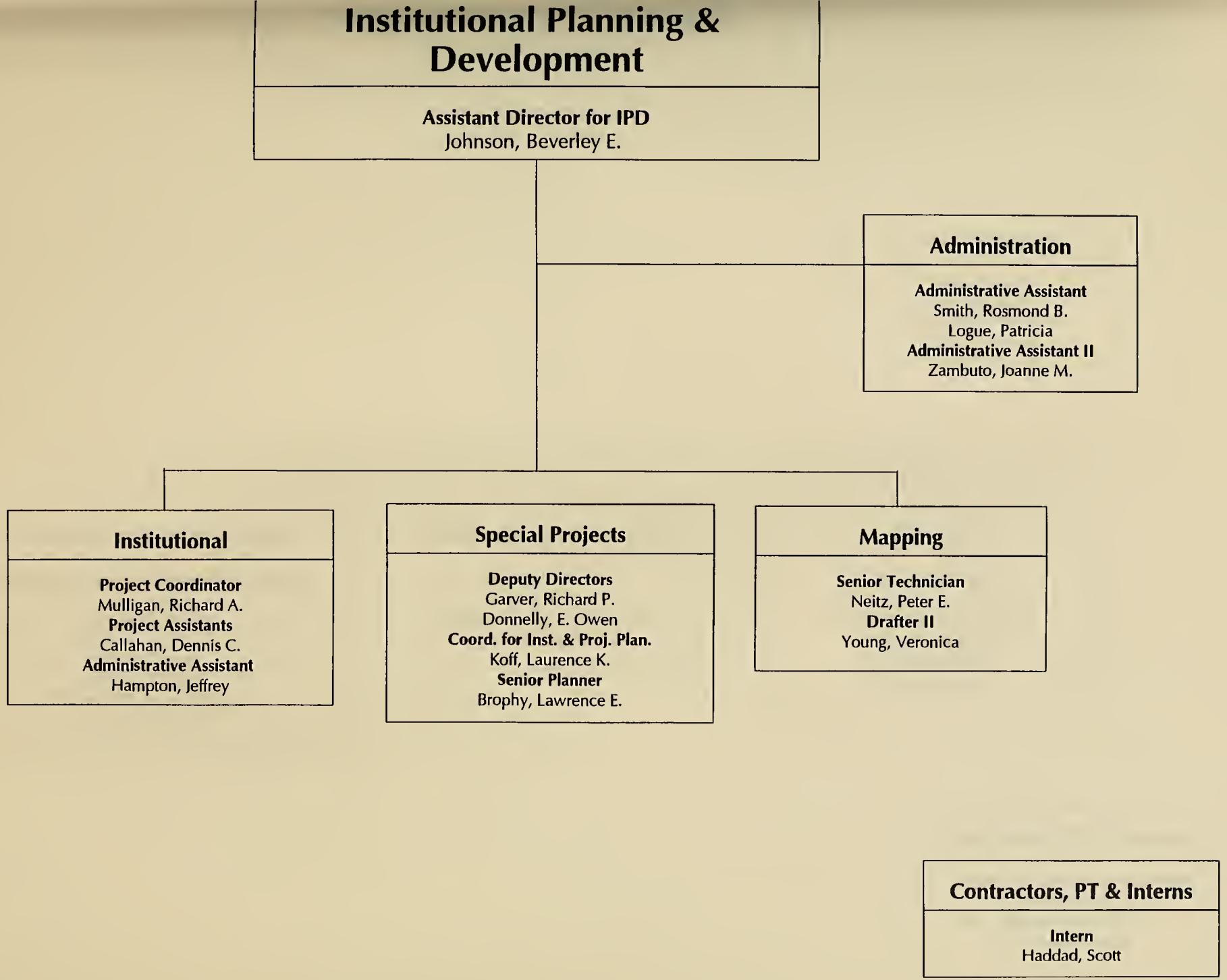
Project Coordinator
Reilly, William A.
Coordinator MTCD
Ings, Margaret A.

Capital Projects

Assistant Director for EDS
Reavis, Paul E.
Chief Project Engineer
Barbato, William R.
Administrative Assistant
Burke, Richard J.

Contractors, PT & Interns

Intern
Looney, Peter


Institutional Planning & Development
Assistant Director for IPD
Johnson, Beverley E.
Administration
Administrative Assistant
Smith, Rosmond B.
Logue, Patricia
Administrative Assistant II
Zambuto, Joanne M.
Institutional
Project Coordinator
Mulligan, Richard A.
Project Assistants
Callahan, Dennis C.
Administrative Assistant
Hampton, Jeffrey
Special Projects
Deputy Directors
Garver, Richard P.
Donnelly, E. Owen
Coord. for Inst. & Proj. Plan.
Koff, Laurence K.
Senior Planner
Brophy, Lawrence E.
Mapping
Senior Technician
Neitz, Peter E.
Drafter II
Young, Veronica
Contractors, PT & Interns
Intern
Haddad, Scott

Neighborhood Housing & Development

Assistant Director for NHD
O'Malley, Thomas J.

Administration

Office Manager
DeJesus, Marta
Switchboard Operator
Hill, Geauanne

Neighborhood Development

Deputy Director for Neighborhood Econ. Dev.
Faria, Maria E.
Senior Architect
Kostaras, James G.
Senior Planner
Zeigler, Philip L.
Coord. of Special Projects
Lewis, Major H.

Community Development

Project Manager
Griffin, William F
Community Devel. Specialist
Thompson, Josephine P.

Housing

Deputy Director
Torres, Antonio J.
Housing Planner / Analyst
Schleifer, Aaron D.
Housing Assistant
Solomon, David

Contractors, PT & Interns

Contract Family Relocation Officer
Smith, Joan E.
PT Administrative Assistant
Goldstein, Melvin

Neighborhood Planning & Zoning

Assistant Director for NPZ
Haar, Linda S.

Administration

Administrative Secretary
Connor, Nancy E.
Secretary
Keogh, Sheila

Neighborhood Planning

Deputy Director
Ali-Salaam, Muhammad
Senior Planners
Beauvais, Nathalie
Gibbons, Richard M.
Araujo, Christine G.
Planning Officer I
Brown, Gary R.
Planning Officer II
Shaklik, Richard J.
Planner
Monestime, Hugues J.

Zoning & Waterfront Planning

Deputy Director / Director of Zoning & Waterfront Planning
Morancy, George
Assistant Director of Zoning
Walling, Joseph A. - **COB**
Project Assistant
Sullivan, James L.
Technician
Devitt, Edward T.

Contractors, PT & Interns

Contract Planner
Jacklin, Leon
PT Land Use Lawyer
Barr, Cindy
Volunteer Contract Zoning Administrator
Hildebrand, S. Marguerite
Interns
Flaherty, Michael
Adams, Brendan

Urban Design & Downtown Planning

Assistant Director for UD & DTP
Russell, Homer

Administration

Office Manager
Constantino, Kathleen M.
Administrative Secretary
MacQuarrie, Linda J.

Exec. Dir. of the BCDC
Maistros, Jr., Thomas J.

Midtown Laison
Dart, Ralph

Design Review

Deputy Director
Patrose, Prataap
Chief Senior Architect
Kroin, Robert
Senior Landscape Architect
Todisco, Patrice
Urban Designer
Shen, Kairos
Architect
Saravelas, Thomas

Urban Design

Architect V
Carlson, David A.
Architect IV
Fein-Swaile, Sandra E.
Project Assistant
Chamberlin, Diane

Model Shop

Senior Model Maker
Hurley, Kevin J.
Model Makers
Gaudette, Robert J.
LeBlanc, Richard S.
Beaton, John J.

Contractors, PT & Interns

PT Coord. of Plan Communications
Leonard-Muse, Karen A.
PT Administrative Assistant
Welby, Marie E.
Contract Landscape Architect
Murihead, Shirley

Real Estate Services

Assistant Director for RES
Bartosiak, Michael A.
Deputy Director
Kearney, Michael E.

Administration

Administrative Secretary
Happnie, Patricia
Administrative Assistant
Rice, Delores M.

Intergovernmental

Deputy Director
Fiumara, John N.
Senior Administrative Assistant
Hurney, Dennis G.
Office Manager
Michalski, Arthur P.

Property Management

Deputy Director / Director of Property Management
Hurley, David
Superintendent of Property Management
Morancy, Charles J.
Senior Administrative Assistant **Office Manager**
Clark, Dolores I. Gibbs, James W.
Administrative Assistants
Campbell, Paul W. Norton, Stephen J.
Real Estate Specialist
Gonzalez-Guerra, Regla
Working Supervisor
Flebotte, Paul W.
Foremen
Martin, Steve Whitlock, Francis
Laborers
O'Dwyer, John K. Valerio, Alvaro
McNamara, Edward J. Murray, Jr. Alfred
Lockhart, Alan

Special Assistant for Real Estate
Conran, Joseph T.
Rehabilitation Specialist
Leahy, Michael

Operations & Facilities Management

Deputy Director for RES
George, Joseph H.
Working Supervisor **Foreman**
Wilson, James Nealon, Leo A.
Laborors
Buttiglieri, George M. Solares, Ricardo
Sn. Switchboard Operator **Switchboard Operator**
Healy, Nora B. Hamilton, Mary
Word Processing Manager **Word Processing Technician III**
Downey, Roberta A. Beard, Joan W.
Copy Service Technicians
Maines, Donald J. Sebago, Paul F.
Keenan, Stephen P. Crowe, Francis
Super. / Mapping Repro. Div.
Christos, Lesley S.
Administrative Assistant
Cannata, Michael J.

Contractors, PT & Interns

Contract Security Consultant
Scott, Thomas
Interns
Flaherty, Sean

Administration & Finance

Assistant Director for A&F
Noonan, Joseph J.
Deputy Director of Mgt. & Ops.
O'Donnell, Edward C.
Administrative Secretary
Sullivan, Vita M.

Human Resources

Director of Human Resources
McLennan, Bernice C.
Special Assistant
Tuttle, Linda M.
EAP Coordinator / Human Resource Administrator
Grant, Arlyne F.
Human Resource Administrators
Cannon, Rosemary A.
Payne, Bernice C.
Office Manager
Daly, Susan

Director of Contract Compliance
Winston, George A.
Administrative Assistants
Redd, John H.
Doherty, Patricia A.
Administrative Secretary
Doherty, Ann T.

Graphic Design

Director of Graphic Design
Costa, William A.
Chief Graphic Designer
Moon, Daniel B.
Graphic Artist
Berens, Patrice P.

Staff Services

Purchasing Agent
Leblanc, Denine M.
Administrative Assistant
Parolin, Ann B.
Purchasing Clerk
Malone, Susan M.

Budget and Finance

Deputy Controller
Laterz, J. Michael
Assistant Controller
Kelliher, Francis X.
Budget Manager
Lawrence, Alice V.
Contracts Manager
Arnold, Robert F.
Accountant I
Salters, Ronald P.
General Accountant
McNally, Francis P.

Data Processing Assistant
Thompson, Alicia L.

Contractors, PT & Interns

PT Data Processing Manager
Hamrock, Marian

DESCRIPTION OF EMPLOYEE TRAINING PROGRAMS

Ongoing training is provided as needed for compliance with state and local government regulations, including the Right to Know Law and the Drug Free Workplace Act. Dr. Arlyne Grant, the BRA's Employee Assistance Coordinator, is on loan to the City 3 days a week to provide AIDS education to various departments.

When funding is available, in-house training is provided to staff both for skill building (i.e., computer training, etc.) and to increase awareness of workplace issues such as diversity training. Authority staff also participate in the City's training programs offered at North Street.

Eligible employees who are pursuing job-related undergraduate degrees are eligible to receive up to $2,000 per year in tuition reimbursement, as funding is available. Employees must obtain prior approval and courses may not be taken during the workday. If an employee receives a grade of "C" or better he/she will receive 80% of the tuition cost, up to $2,000 per fiscal year, with appropriate documentation.

AFFIRMATIVE ACTION DATA

Current statistics: 23% minority; 38% women.

Attachments:
- Utilization Report, Third Quarter, July 1-September 30, 1993.
- EEO-4 report for payroll period as of June 30, 1993.
- BRA brochure outlining the Authority's Reasonable Accommodation Policy, Anti-Harassment Policy, and Grievance Procedure.
- BRA Affirmative Action Plan.

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STON
DEVELOPMENT
THORITY

ond L. Flynn

ence F. Jones

L. Barrett

[illegible]

October 6, 1993

Ms. Jacqueline Hoard
Acting Director
of Affirmative Action
City of Boston
City Hall/Room 612
Boston, MA 02201

Dear Ms. Hoard:

Attached are the quarterly reports for the period July 1, 1993 to September 30, 1993.

Sincerely,

Bernice McLennan
Director
Human Resources

Enclosure:

1. Utilization Report, Full-Time Employees
2. Utilization Report, Total New Hires
3. Utilization Report, Total Promotions
4. Utilization Report, Total Terminations

THIRD QUARTER REPORT: July 1, 1993 through September 30, 1993

UTILIZATION REPORT
TOTAL FULL-TIME EMPLOYEES

Date: October 1, 1993

Department/Division: Boston Redevelopment Authority

	Total		Non Minority		Minority Total		Black		Hispanic		Asian		American Indian	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1. Less than $ 8,000														
2. $ 8,000 - $11,999														
3. $12,000 - $15,999	--	1	--	--	--	1	--	1						
4. $16,000 - $19,999	1	2	1	1	--	1					--	1		
5. $20,000 - $24,999	15	17	11	13	4	4	2	4	2	--				
6. $25,000 - $32,999	19	20	17	14	2	6	2	4	--	2				
7. $33,000 - $42,999	22	14	19	7	3	7	3	5	--	--	--	2		
8. $43,000 & over	45	9	40	6	5	3	3	3	1	--	1	--		
TOTAL	102	63	88	41	14	22	10	17	3	2	1	3		

THIRD QUARTER REPORT: July 1, 1993 through September 30, 1993

UTILIZATION REPORT
TOTAL NEW HIRES

Date: October 1, 1993

Department/Division: Boston Redevelopment Authority

	Total		Non Minority		Minority Total		Black		Hispanic		Asian		American Indian	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1. Less than $ 8,000														
2. $ 8,000 - $11,999														
3. $12,000 - $15,999														
4. $16,000 - $19,999														
5. $20,000 - $24,999	--	1	--	1										
6. $25,000 - $32,999														
7. $33,000 - $42,999														
8. $43,000 & over		1		1										
TOTAL	--	2	--	2										

THIRD QUARTER REPORT: July 1, 1993 through September 30, 1993

UTILIZATION REPORT
TOTAL PROMOTIONS

Date: October 1, 1993

Department/Division: Boston Redevelopment Authority

	Total		Non Minority		Minority Total		Black		Hispanic		Asian		American Indian	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1. Less than $ 8,000														
2. $ 8,000 - $11,999														
3. $12,000 - $15,999														
4. $16,000 - $19,999														
5. $20,000 - $24,999														
6. $25,000 - $32,999	--	1	--	1										
7. $33,000 - $42,999														
8. $43,000 & over	1	--	1	--										
TOTAL	1	1	1	1										

THIRD QUARTER REPORT: July 1, 1993 through September 30, 1993

UTILIZATION REPORT
TOTAL TERMINATIONS

Date: October 1, 1993

Department/Division: Boston Redevelopment Authority

	Total		Non Minority		Minority Total		Black		Hispanic		Asian		American Indian	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F
1. Less than $ 8,000														
2. $ 8,000 - $11,999														
3. $12,000 - $15,999														
4. $16,000 - $19,999														
5. $20,000 - $24,999														
6. $25,000 - $32,999														
7. $33,000 - $42,999	1	1	1	1										
8. $43,000 & over	3	--	2		1	--	1	--						
TOTAL	4	1	3	1	1	--	1	--						

BOSTON
REDEVELOPMENT
AUTHORITY

Raymond L. Flynn
Mayor

Clarence J. Jones
Chairman

Paul L. Barrett
Director

One City Hall Square
Boston, MA 02201
TEL (617) 722-4300
FAX (617) 367-5916

September 28, 1993

State and Local Reporting Committee (EEO-4)
EEOC - Surveys
1801 L Street, NW
Washington, DC 20507

Dear Sir or Madam:

Attached is the required EEO-4 report for the payroll period which includes June 30, 1993.

Since the submission of the 1991 EEO-4 report the Authority has continued to downsize its workforce. In spite of these staff reductions, the effect on the Authority's affirmative action status has been minimal. Staff is currently comprised of 21.4% minority and 36.3% women.

During the coming year, the Boston Redevelopment Authority will continue its effort to attain the goals set forth by the revised Affirmative Action Plan adopted by the Authority in 1987. The Authority remains committed to a continuing program of affirmative action in the hiring of minorities and women.

Sincerely,

Paul L. Barrett

Paul L. Barrett
Director

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

STATE AND LOCAL GOVERNMENT INFORMATION (EEO-4)

EXCLUDE SCHOOL SYSTEMS AND EDUCATIONAL INSTITUTIONS

(Read attached instructions prior to completing this form)

OMB 3046-0008

EXPIRES 11/30/94

DO NOT ALTER INFORMATION PRINTED IN THIS BOX 00000000100000

1993-BOSTON REDEVELOPMENT AUTH
BOSTON REDEVELOPMENT AUTH
DIRECTOR
1 CITY HALL SQUARE, RM 964-E
BOSTON MA 02201

25.025

MAIL COMPLETED FORM TO:
STATE-LOCAL REPORTING COMMITTEE
1801 L ST, NW
WASHINGTON, DC 20507
PHONE: -
202-663-4930

A. TYPE OF GOVERNMENT (Check one box only)

☐ 1. State ☐ 2. County ☐ 3. City ☐ 4. Township ☐ 5. Special District

☒ 6. Other (Specify) Boston Redevelopment Authority

B. IDENTIFICATION

1. NAME OF POLITICAL JURISDICTION (If same as label, skip to item C)

City of Boston

EEOC USE ONLY A

2. Address—Number and Street	CITY/TOWN	COUNTY	STATE/ZIP	EEOC USE ONLY
Boston City Hall One City Hall Square	Boston	Suffolk	MA/ 02201	B

C. FUNCTION

(Check one box to indicate the function(s) for which this form is being submitted. Data should be reported for all departments and agencies in your government covered by the function(s) indicated. If you cannot supply the data for every agency within the function(s), please attach a list showing name and address of agencies whose data are not included.)

	1 FINANCIAL ADMINISTRATION. Tax assessing, tax billing and collection, budgeting, purchasing, central accounting and similar financial administration carried on by a treasurer's, auditor's or comptroller's office and GENERAL CONTROL Duties usually performed by boards of supervisors or commissioners, central administrative offices and agencies, central personnel or planning agencies, all judicial offices and employees (judges, magistrates, bailiffs, etc.)		8. HEALTH. Provision of public health services, out-patient clinics, visiting nurses, food and sanitary inspections, mental health, alcohol rehabilitation service, etc.
			9. HOUSING Code enforcement, low rent public housing, fair housing ordinance enforcement, housing for elderly, housing rehabilitation, rent control
	2 STREETS AND HIGHWAYS. Maintenance, repair, construction and administration of streets, alleys, sidewalks, roads, highways and bridges.	X	10. COMMUNITY DEVELOPMENT Planning, zoning, land development, open space, beautification, preservation.
	3 PUBLIC WELFARE. Maintenance of homes and other institutions for the needy, administration of public assistance. (Hospitals and sanatoriums should be reported as item 7.)		11 CORRECTIONS Jails, reformatories, detention homes, half-way houses, prisons, parole and probation activities
	4 POLICE PROTECTION Duties of a police department sheriff's, constable's, coroner's office, etc., including technical and clerical employees engaged in police activities.		12. UTILITIES AND TRANSPORTATION. Includes water supply, electric power, transit, gas, airports, water transportation and terminals
	5 FIRE PROTECTION Duties of the uniformed fire force and clerical employees (Report any forest fire protection activities as item 6.)		13. SANITATION AND SEWAGE Street cleaning, garbage and refuse collection and disposal. Provision, maintenance and operation of sanitary and storm sewer systems and sewage disposal plants.
	6 NATURAL RESOURCES. Agriculture, forestry, forest fire protection, irrigation drainage, flood control, etc., and PARKS AND RECREATION Provision, maintenance and operation of parks, playgrounds, swimming pools, auditoriums, museums, marinas, zoo, etc		14 EMPLOYMENT SECURITY
	7 HOSPITALS AND SANATORIUMS. Operation and maintenance of institutions for inpatient medical care.		15 OTHER (Specify on Page Four)

D. EMPLOYMENT DATA AS OF JUNE 30 1993

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	TOTAL (COLUMNS B-K)	MALE					FEMALE				
			NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	BLACK				WHITE	BLACK			
		A	B	C	D	E	F	G	H	I	J	K
OFFICIALS/ ADMINISTRATORS	1. $ 0.1-7.9	--										
	2. 8.0-11.9	--										
	3. 12.0-15.9	--										
	4. 16.0-19.9	--										
	5. 20.0-24.9	--										
	6. 25.0-32.9	--										
	7. 33.0-42.9	--										
	8. 43.0 PLUS	32	24	4	1	--	--	2	1	--	--	--
PROFESSIONALS	9. 0.1-7.9	--										
	10. 8.0-11.9	--										
	11. 12.0-15.9											
	12. 16.0-19.9											
	13. 20.0-24.9											
	14. 25.0-32.9											
	15. 33.0-42.9	~~9~~	~~5~~					~~1~~	~~1~~	~~1~~		
	16. 43.0 PLUS	~~24~~ 24	~~11~~ 18	~~1~~ --	--	1	--	~~8~~ 3	~~2~~ 2	--	~~2~~ --	--
TECHNICIANS	17. 0.1-7.9											
	18. 8.0-11.9											
	19. 12.0-15.9											
	20. 16.0-19.9											
	21. 20.0-24.9											
	22. 25.0-32.9	~~1~~						~~1~~				
	23. 33.0-42.9	~~5~~ 1	~~4~~ 1					~~1~~				
	24. 43.0 PLUS											
PROTECTIVE SERVICE	25. 0.1-7.9											
	26. 8.0-11.9											
	27. 12.0-15.9											
	28. 16.0-19.9											
	29. 20.0-24.9											
	30. 25.0-32.9											
	31. 33.0-42.9											
	32. 43.0 PLUS											
PARA-PROFESSIONALS	33. 0.1-7.9	--										
	34. 8.0-11.9	--										
	35. 12.0-15.9	1	--	--				--	1	--	--	
	36. 16.0-19.9	2	1	--				--	--	--	1	
	37. 20.0-24.9	~~2~~	~~1~~	~~--~~				~~1~~	~~--~~	~~--~~	~~--~~	
	38. 25.0-32.9	~~16~~	~~5~~	~~1~~				~~5~~	~~3~~	~~1~~	~~--~~	
	39. 33.0-42.9	~~10~~ 6	~~6~~	~~2~~				~~--~~	~~2~~	~~--~~	~~--~~	
	40. 43.0 PLUS	--										
ADMINISTRATIVE SUPPORT	41. 0.1-7.9											
	42. 8.0-11.9											
	43. 12.0-15.9											
	44. 16.0-19.9	1						1				
	45. 20.0-24.9	~~18~~	~~5~~	~~--~~	~~--~~	~~--~~	~~--~~	~~10~~	~~3~~	~~--~~	~~--~~	~~--~~
	46. 25.0-32.9	9	3	--	--	--	--	6	--	--	--	--
	47. 33.0-42.9	1	--	--	--	--	--	--	1	--	--	--
	48. 43.0 PLUS	--	--	--								

D. EMPLOYMENT DATA AS OF JUNE 30 (Cont.)

(Do not include elected/appointed officials. Blanks will be counted as zero)

1. FULL-TIME EMPLOYEES (Temporary employees not included)

JOB CATEGORIES	ANNUAL SALARY (In thousands 000)	TOTAL (COLUMNS B-K)	MALE					FEMALE				
			NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE	NON-HISPANIC ORIGIN		HISPANIC	ASIAN OR PACIFIC ISLANDER	AMERICAN INDIAN OR ALASKAN NATIVE
			WHITE	BLACK				WHITE	BLACK			
		A	B	C	D	E	F	G	H	I	J	K
SKILLED CRAFT	49. $ 0.1-7.9											
	50. 8.0-11.9											
	51. 12.0-15.9											
	52. 16.0-19.9											
	53. 20.0-24.9											
	54. 25.0-32.9											
	55. 33.0-42.9											
	56. 43.0 PLUS											
SERVICE/ MAINTENANCE	57. 0.1-7.9	--										
	58. 8.0-11.9	--										
	59. 12.0-15.9	--										
	60. 16.0-19.9	--										
	61. 20.0-24.9	9	5	2	2							
	62. 25.0-32.9	1		1								
	63. 33.0-42.9	2	2									
	64. 43.0 PLUS											
65. TOTAL FULL TIME (LINES 1-64)		167	91	11	3	1	0	40	16	2	3	0

2. OTHER THAN FULL-TIME EMPLOYEES (Include temporary employees)

66. OFFICIALS/ADMIN.											
67. PROFESSIONALS	5					1	4				
68. TECHNICIANS											
69. PROTECTIVE SERV.											
70. PARA-PROFESSIONAL	17	9	3				2	2	1		
71. ADMIN. SUPPORT	5	1			1		3				
72. SKILLED CRAFT											
73. SERV./MAINT.	8	4	3				1				
74. TOTAL OTHER THAN FULL TIME (LINES 66-73)	35	14	6		1	1	10	2	1		

3. NEW HIRES DURING FISCAL YEAR - Permanent full time only JULY 1 - JUNE 30

75. OFFICIALS/ADMIN	2	2									
76. PROFESSIONALS	1	1									
77. TECHNICIANS											
78. PROTECTIVE SERV.											
79. PARA-PROFESSIONAL	1	1									
80. ADMIN. SUPPORT											
81. SKILLED CRAFT											
82. SERV./MAINT.											
83. TOTAL NEW HIRES (LINES 75-82)	4	4									

EMARKS (List National Crime Information Center (NCIC) numbers assigned to any Criminal Justice Agencies whose data are included in this report.)

***** INCLUDE LIST OF AGENCIES IN THIS FUNCTION *****

Established in 1957 as the Urban Renewal Agency for the City of Boston under M.G.L. C.121B; functions as the City's Planning Development Agency under ch. 652, Acts of 1960 (M.G.L. c. 121A).

CERTIFICATION. I certify that the information given in this report is correct and true to the best of my knowledge and was reported in accordance with accompanying instructions. (Willfully false statements on this report are punishable by law, U.S. Code, Title 18, Section 1001.)

ME OF PERSON TO CONTACT REGARDING THIS FORM	TITLE
ernice McLennan	Director, Human Resources
DRESS (Number and Street, City, State, Zip Code)	TELEPHONE NUMBER AREA CODE
oston Redevelopment Authority e City Hall Square, Boston City Hall oston, MA 02201	(617) 722-4300,x5555.

TE	TYPED NAME/TITLE OF AUTHORIZED OFFICIAL	SIGNATURE
9/28/93	Paul L. Barrett/ Director	

C FORM 164, JUL 89 (Previous Editions are Obsolete) RESPONDENT'S COPY PAGE 6

UNIONS OR CIVIL SERVICE PROVISIONS

The BRA does not have any unions and its employees are not part of the Civil Service system per se. Certain employees do have some Civil Service protections pursuant to M.G.L. c. 121B, §52. This limited category of employees have rights under M.G.L. c. 31, §41-44 ("The Civil Service Act").

STANDARD WORK DAY AND WORK WEEK

Salaried staff employees work a 35 hour work week. The regular work week is Monday through Friday, 9 a.m. to 5 p.m. with one hour for lunch. Maintenance employees work a 40 hour work week, Monday through Friday, 8 a.m. to 4:30 p.m. with 1/2 hour for lunch.

PROVISIONS FOR NIGHT AND WEEKEND COVERAGE

The Boston Redevelopment Authority is closed on nights and weekends. In emergency situations, staffing is provided at these times for special projects. There is also emergency coverage for BRA facilities.

The Boston Redevelopment Authority's Real Estate Services Department has notified the Boston Police and Fire Departments, the Mayor's 24-Hour Hotline, City Hall Security, Real Property Department, Code Enforcement, Boston Municipal Police, and the Inspectional Services Department of emergency contact personnel with their home phone numbers, and, if available, their beeper numbers. These personnel can be always contacted on holidays, weekends, and after normal working hours. The Director has also given his phone number to these departments.

PROVISIONS FOR FLEX-TIME AND JOB SHARING

The BRA does not have formal provisions for flex-time and job sharing although part-time and contractual employment options do provide some flexibility in staffing patterns.

NAMES AND TITLES OF SELECT PERSONNEL

Personnel Management and Training:

Bernice McLennan, Director of Human Resources

Legal Services:

Kevin Morrison, Acting Chief General Counsel

Press Relations:

Ralph Memolo, Public Information Officer

Public Information:

Ralph Memolo, Public Information Officer

Management Information Systems (MIS):

Marc Webb, Director of Operations
Marion Hamrock, Data Processing Manager

Planning and Development:

Gerard Kavanaugh, Chief of Staff

Labor Relations:

Joseph Noonan, Assistant Director of Administration Finance
Paul McCann, Executive Assistant to the Director

Proposal Writing and Grant Applications:

Gerard Kavanaugh, Chief of Staff
Nancy Tentindo, Director of Policy Planning
Karen Gray, Special Assistant to the Director
Wendy Bookstein, Special Assistant to the Director
Ellen Pinkos, Land Use Lawyer

Intragovernmental Relations and Interdepartmental Liaisons:

Gerard Kavanaugh, Chief of Staff
Richard Garver, Deputy Director of Special Projects

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BRA USE OF TECHNOLOGY

1. The Boston Redevelopment Authority's City Hall offices have several types of information and communications technology available to assist in office management, data management, planning and research, staff supervision and direct supervision of city services.

   - Local Area Network (LAN): The BRA's City Hall LAN allows staff to share files, printers, and programs. The LAN consists of one file server, Novell Netware 3.11/4.01, six Ethernet concentrators, three token ring MAUs, and 70 network interface cards, in addition to the personal computers themselves. In the future, connections may be established between the BRA's network and other City networks.

   - Personal Computers: 48 XTs, 23 286s, 7 386s, and 12 486s. Software used: WordPerfect, Microsoft Word and Excel, Lotus123, Ventura Publisher, MapInfo, AutoCad, Paradox, DBase, Harvard Graphics, and utilities.

     The XT and 286 class machines are limited to basic word processing functions due to the complexity of current spreadsheet, graphics, and desktop publishing software. Additionally, all XT class machines should be scheduled for replacement by 1996 as most will have failed by that time. The 486 class machines are used to:

     (a) produce BRA planning and policy documents (desktop publishing)
     (b) analyze census data for demographic patterns (spreadsheet, database)
     (c) produce maps of Boston neighborhoods illustrating demographic data
     (d) illustrate documents (graphics)

   - Minicomputer: In its CNY office space, the BRA has 25 VAX terminals used for property management and accounting (purchasing, personnel, time management). The BRA system is written in the software application ADMINS, used in many governmental agencies. The following programs are used:

     General Ledger provides for collection and maintenance of financial information including chart of accounts, projects, funding sources, project/funding source combinations, and department/divisions.

     Contracts Management identifies both contracts which represent Board Approved contractual agreements, and Purchase Orders for administrative services and supplies. The system tracks activity on all contracts and P.O.'s from inception and can identify costs by project and/or department.

Accounts Payable establishes financial liability for received goods and services, updates contract management system and general ledger expense accounts, processes vouchers for payment and updates vender history files.

Human Resource System contains employee data pertinent to employment history, personal information, benefit information, and affirmative action reporting information. The system maintains time management, use of benefits, and resume records.

Time Management System is used to charge employee hours to projects that are linked to programs and objectives within each department and provide baseline information in the formulation of budgets.

Accounts Receivable/Property Management represents information on all BRA-owned properties. Maintains all necessary information on the property (history, purchase cost, ward, land location, use, etc.).

Fixed Assets maintains records of BRA-owned fixed assets (excluding land and buildings) and their related costs in addition to calculating depreciation.

- Telecommunications: AT&T system 75 ver. 3, AT&T Audix, AT&T Call Accounting System

- Facsimile: Two plain paper faxes purchased 11/93, two old standard faxes, one fax module on network laser printer.

2. Dates when Technology was Last Upgraded:

(a) Telecommunications installed approx. 1988, new call answering software 1992

(b) Networking equipment purchased in 1992-1993.

(c) Minicomputer: VAX purchased in 1987. Operating system upgraded in September, 1993.

(d) Personal computers: 90 machines classified as

Class	Number	Purchased
XT	48	1984-1987
286	23	1987-1989
386/sx	7	1990-1991
486/sx	12	1992-1993

3. Contractor Services:

(a) Marketechs Inc./Colonial Business Systems (printer/PC maintenance)

(b) Gorham Clark Inc. (network consulting)

(c) Independent Cabling Technician (phone and computer network wiring services)

(d) Digital Equipment Corp. (maintenance of the VAX operating system)

(e) SMS Assoc. of Boston (maintenance of all VAX-related hardware)

(f) Ceridian Corporation (service bureau for the Authority payroll) Uses payroll data to generate paychecks, registers, and analyses each week. Ceridian also provides tax filing services (i.e., filings, deposits, inquiries) for the Authority.

(g) Accounting Corp. America (service bureau which processes detailed tenant records and monthly rental bills)

BOSTON REDEVELOPMENT AUTHORITY COMPLETED PROJECTS

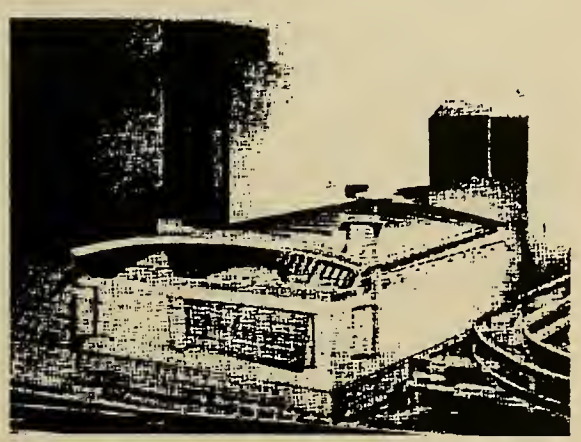
Major Development Projects

The New Boston Garden Arena

Construction has begun on the New Boston Garden Arena, a privately-financed, $160 million arena in Boston's North Station District being built on city-owned air rights over the MBTA commuter rail lines. The arena is being built by the New Boston Garden Corporation, a subsidiary of Delaware North and owner of the existing Boston Garden. The New Boston Garden will replace an important but deteriorating civic facility with a multipurpose sports and entertainment arena. It will create a gateway into the city from the north.

The arena will be home to the Boston Bruins hockey team and the Boston Celtics basketball team. Seating capacities in the new arena will be 17,091 for hockey and 18,363 for basketball games. Concerts, ice shows, circuses, and other entertainment events will have seating capacities ranging from 15,000 to 19,500. The New Boston Garden will host approximately 30 more events than the current 210 events.

The New Boston Garden Arena



Construction will be completed for the 1995-1996 sports season. Approximately 815 construction jobs and 89 new permanent jobs will be created.

South Bay Center

Construction has been completed on the South Bay Center, a major retail shopping mall, on the site of the former Sears Distribution building. This project consists of the development of approximately 426,000 square feet of retail space including a super grocery store and a variety of major chain discount stores and parking for over 2,000 cars. The $65 million project will generate 354 construction jobs and 1,200 permanent jobs. The mall opened in November 1993.

Registry of Motor Vehicles at Ruggles Center

Ruggles Phase I - Registry of Motor Vehicles

Construction is underway on Phase I of Ruggles Center, a four building phased development project. Phase I of Ruggles Center consists of the Registry of Motor Vehicles, a public plaza, two surface parking lots, and a 950-car parking garage. The plaza will feature a fountain, brick paving with granite highlights, trees, art work, lighting, and seating which will be funded with the $2 million the BRA has secured in City Capital funds. The two surface parking lots will be replaced by subsequent phases of the Ruggles Center project. Phase I is projected

to be completed in 1994. Phase I alone will create 260 construction jobs and support 550 permanent jobs. The Registry of Motor Vehicles will occupy the Phase I office building. Other phases include additional buildings for office use, a possible hotel, and a parking garage.

The entire Ruggles Center project will create approximately 1,000 construction jobs and support 2,000 permanent jobs. It is estimated that the housing linkage contribution from the entire Ruggles Center project will be approximately $2.8 million. The Jobs Linkage Contribution will be approximately $550,000. Ruggles Center Joint Venture will contribute 10 percent of its development fee and net profits to a community development fund.

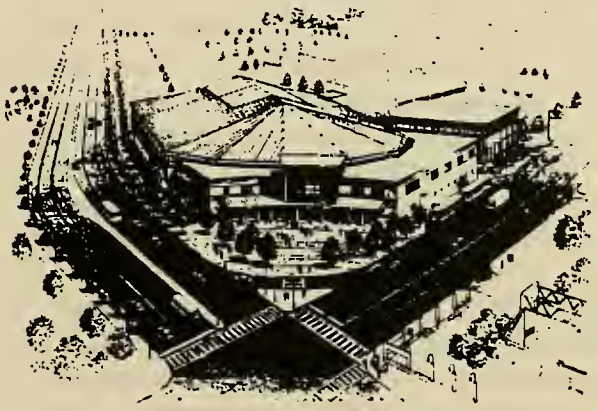
Ren Corporation Dialysis Center

A new $4.5 million dialysis center is being built in the South End for outpatient dialysis care. It will be completed by June 1994. The BRA conveyed the land, a 22,963 square foot lot bounded by Harrison Avenue and East Dedham Street, to Ren Centers of Massachusetts, which combined the parcel with an abutting private lot to construct a three-story brick building consisting of 33,000 square feet with 48 parking spaces. The clinic will occupy the first floor, while the upper floors will be used for office or laboratory space. Approximately 70 jobs will be created.

The School Track Facility

Construction is scheduled to begin shortly on the 123,030 square foot School Track Facility, thus fulfilling a 25-year-old commitment of the Commonwealth to create an indoor facility for high school athletes throughout the state. The track will be located on Campus High School Parcel P-3a-1, owned by the BRA, and will have a seating capacity of 3,000. Facilities include a 200 meter track, eight infield sprint lanes, high jump and long jump facilities as well as a 500-seat gymnasium for inter-collegiate basketball. When completed, the track will be owned by Roxbury Community College with full access available to Madison Park High School, the Humphrey Occupational Resource Center, and the community at large. In addition, the Commonwealth has committed funds to conduct a traffic study of the area, build 300 surface parking spaces on land owned by Roxbury Community College, and modify the intersections around the facility to accommodate this new use. The facility will create 140 construction jobs and 25 full or part-time positions with a total development cost of $17 million.

School Track Facility



Institutional Planning Projects

Franciscan Children's Hospital Redevelopment Phase II

This project involves the implementation of additions and renovations to the Franciscan Children's Hospital and Rehabilitation Center, a 100-bed pediatric specialty hospital and day school located in Brighton. Total square footage of the project is 33,100. Total development cost is $5.5 million. Construction began in the first quarter of 1993 and will be completed in 1995. Approximately 90 construction jobs and 130 permanent jobs will be created.

Shriner's Burns Institute Replacement Facility

The Shriner's Burns Institute will replace its existing facility with a new $45 million hospital. The program calls for the demolition of 80,000 square feet of existing space, the construction of an underground parking garage, and the construction of additional medical research space, increased patient bed space, and new outpatient care space. Total square footage is 200,000. Approximately 402 construction jobs and 296 permanent jobs will be created. The project will make a housing linkage payment of $762,500 and a jobs linkage payment of $152,500. Construction began in third quarter of 1993 and is expected to be completed in the second quarter of 1995.

New England Medical Center 1-C Clinical Building Phase I

This project involves the construction of approximately 442,220 gross square feet of clinical space comprised of two connected buildings and an atrium. The North Building, housing inpatient space will be 237,750 square feet. The South Building, housing ambulatory space, will be 161,065 square feet. The atrium will be 43,400 square feet. Total development cost is $125 million. Construction began in the third quarter 1992 and will be completed by the first quarter of 1995. The project will generate 300 construction jobs and 455 permanent jobs. Housing linkage is $1,711,095 and jobs linkage is $342,219.

Boston College Dormitory and Dining Hall

This B.C. development involves 272,500 square feet of new construction for student dormitories and a student dining facility on the Boston campus. Total development cost is $34 million. Construction employment created is 203 and permanent jobs 40.

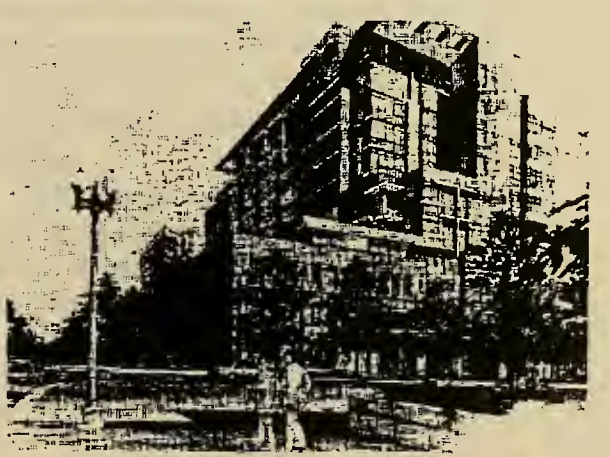
Beth Israel Research North

The Research North project involves the renovation of the former Red Cross Building into 114,120 square feet of medical research space, an investment of $20 million. Construction will be completed by the first quarter of 1994. Housing linkage is $570,600 and jobs linkage is $114,120.

Beth Israel Clinical Center Phase I

Beth Israel will build an underground parking garage with 750 spaces and a 325,000 square foot Clinical Center that will provide retail, ambulatory care, and other hospital uses. Phase I includes a two-level connector to the main hospital complex. Total development cost is estimated at $156 million. Construction began in the first quarter of 1993 and will be complete by the second quarter of 1995. Approximately, 300 construction jobs and 450 permanent jobs will be created.

Beth Israel Clinical Center



Northeastern University Engineering Sciences Center

Housing linkage is $1,125,000 and jobs linkage is $275,000.

Massachusetts College of Pharmacy Science, Dormitory and Academic Support Facility

This project involves the construction of a mixed-use facility that will house medical research and academic support activities as well as student dormitories. Total development cost is $39 million. Construction began in the fourth quarter 1993 and will be completed by 1995. Construction employment is 150 and permanent employment 150. Housing linkage is $190,965 and jobs linkage $38,193.

Dana Farber Clinic Renovation

The Dana Farber will convert one level of their existing parking garage into 23,890 square feet of clinical space to expand pediatric services. Total development cost is $6.3 million. Construction began in the first quarter 1993 and will be complete by the first quarter of 1995. Construction jobs total 45.

Boston University School of Management

Boston University will build a 321,700 square foot facility that will consolidate the School of Management in one location and will house the President's Office and other administrative activities. Total development cost is $75 million. Construction will begin in 1994. Construction jobs total 300 and permanent jobs 480. Housing linkage is $1,108,500 and jobs linkage $221,700.

St. Elizabeth's Hospital Laboratory

This project involves the construction of a 25,000 square foot laboratory that will consolidate all patient diagnostic services into one facility. This laboratory will replace two outmoded buildings that will be demolished. The laboratory will be built underground. Total cost of the project is $10 million. Construction will begin in the fourth quarter of 1993 and be completed by the fourth quarter of 1995. Approximately 85 construction jobs and 53 permanent jobs will be created.

Northeastern University Engineering Sciences Laboratory

Northeastern will construct a 95,000 square foot, $30 million facility that will house laboratories for materials research. The project is undergoing Article 31 review. Construction is estimated to start in the third quarter of 1994 and be completed in two years. Approximately 85 construction jobs and 53 permanent jobs will result.

Harvard School of Public Health Research Building

The Harvard School of Public Health is building 75,666 square feet of space for a new medical laboratory research facility at a total development cost of $23 million. Construction will begin in 1994 and be completed by 1996. Construction jobs number 193 and permanent jobs 160.

Children's Museum Waterfront Project

The Children's Museum, one of the most important elements of the City's and Fort Point Channel's cultural resources has proposed expansion of its facility through: construction of a 6,835 square foot Marine Educational Facility on a two level barge; a "Wave" structure of 3,300 square feet connecting the facility to the existing Museum; and a three-quarter acre public waterfront park. The total development cost for the project is estimated at $23 million. Eighty-eight construction jobs and 35 permanent jobs will be created. In October 1992, the BRA submitted a positive recommendation to the state Office of Coastal Zone Management Project, after extensive review with the public and changes made in response to this process. In particular, the BRA review assured that the Wave connecting the floating structure to the landside facility would be open along the Channel's edge, and that the raised bridge would be transparent in order to continue Harborwalk and the view corridor along the channel.

The proposed Waterfront project will have significant public benefits, both in the enhancement of the public's access to the waterfront and harbor marine environment and the improvement of the interpretive educational value of that experience. The Waterfront Project educational facility will convey to the 250,000 children who annually visit the Children's Museum a new appreciation of the physical and cultural characteristics of the urban marine environment.

The Children's Museum has also proposed to design and implement the Fort Point Channel Environmental Studies Project in collaboration with the Boston Public Schools. This program represents the opportunity for the Museum to create a new format of in-depth science programming for Boston Area students of all racial, ethnic, and economic backgrounds. When fully implemented, 2,250 fifth graders, 7,200 fourth graders, their teachers, and 2,520 families will participate in the program.

Charlestown Navy Yard

Expansion of Biotechnology

Over the past year, substantial progress was made in furthering the goal of fostering medical research and biotechnology uses at the Charlestown Navy Yard. Three biotechnology companies located or expanded into the Navy Yard.

Biotransplant, Inc., Construction is underway for Biotransplant, Inc. to move into Building 75, occupying 27,000 square feet in its initial phase and further expanding to approximately 35,000 square feet in the near future. (The company is currently located in Building 96.) Biotransplant develops universal donor organ transplant systems to transplant centers worldwide. Biotransplant, Inc. has provided 35 construction jobs and 37 permanent jobs (expected to grow to 105 when the new facility is completed) with a total development cost of $6.4 million.

Diacrin, Inc., located in 26,000 square feet of Building 79/96, is a biotechnical research company created by the founder of Repligen, Inc. of Cambridge. Diacrin, Inc. is the first spinoff company from the Massachusetts General Hospital's Research Department and is presently focused on developing treatments for diabetes, muscular dystrophy, and Alzheimer's disease. At present, Diacrin, Inc. has 45 employees which will rise 85 full and part-time workers with its expansion into Building 96 this year.

Ergo Science, Inc., a medical technology company involved with the development of treatments applying circadian rhythm concepts to cure human disease, is in the process of renovating Building 36 for corporate offices and lab and research facilities at a total cost of $900,000. The company, which has offices in Delaware, New

York, Rhode Island, and Massachusetts, will bring 32 permanent jobs to its Charlestown location and will occupy 10,132 square feet of office space in the Navy Yard.

Midtown Revitalization

China Trade Building

The BRA purchased the China Trade building in April of 1993 for $2 million in order to stabilize property values in the area and stem the expansion of adult entertainment uses into this pivotal location. The purchase will ensure the building's continued use by Asian-owned businesses. The China Trade Building is located at the corner of Boylston Street and Washington Street and is a designated Boston landmark. The property was substantially rehabilitated in 1986 at a cost of approximately $12 million. In January 1993, the Bank of Boston acquired the title to the property. Currently, there are 15 tenants in the building with the Commonwealth of Massachusetts occupying about 80 percent of the leasable space. The remaining space is comprised of neighborhood retail establishments.

Beach Street Garage

The Beach Street Garage was recently purchased by a Malaysian investor for $11.8 million. It will continue to be operated as a parking garage. This is the first new significant private investment in the Liberty Tree Block.

Midtown District Capital Improvements

Approximately $2.3 million in capital funds was appropriated for new sidewalks, paving, lighting and landscaping in the Midtown District, particularly throughout the Ladder Blocks, the eight blocks between Tremont, Washington, Park, and Essex Streets. Improving the physical appearance of the area helps to attract more shoppers, visitors, and tourists to the downtown. Construction has began at Downtown Crossing; the entire program is expected to take two years to complete. An additional $145,000 in capital funds will be spent to design a new park on Essex Street.

Housing

Asian Community Development Corporation (Oak Terrace)

The Oak Terrace project is an 88 unit, multi-family rental development. The creation of Oak Terrace fulfills one of the major housing goals in the 1990 Chinatown Community Plan. Over two-thirds of the units will be affordable. Total development costs for the project will be $12.5 million. Housing linkage will total $1.325 million. Construction began in October of 1993 and is slated to be completed in December of 1994.

Planning and Zoning Initiatives

New Zoning Adopted In 1993

In the past year, the BRA submitted and the Zoning Commission adopted new zoning articles for the following Districts:

East Boston Neighborhood District

North End Neighborhood District

Jamaica Plain Neighborhood District

Hinge Block Downtown District

Cambridge Street North Downtown District

Mass. College of Pharmacy Institutional District

Beth Israel Institutional District

Mission Hill Interim Planning Overlay District

South End/ Lower Roxbury Development Policy Plan

The South End/Lower Roxbury Development Policy Plan, which the BRA Board adopted in May 1993, encourages and guides economic growth in the South End and Lower Roxbury. The Plan, the result of a three-year long community planning process recommends a range of development strategies: urban design guidelines for the redevelopment of over 30 acres of vacant land; proposed business development on

under utilized parcels providing new jobs for residents; mixed-income housing development on vacant parcels; new open space; historic preservation; guidelines for transportation policy.

The Plan achieves the following major objectives. It guides urban land development and encourages economic growth in the South End Lower/Roxbury. It creates a master plan that represents a common vision and consensus, shared by diverse community, in support of business and economic development. It capitalizes on the South End/Lower Roxbury's strategic location and growth potential to stimulate economic development that will bring jobs and business opportunities to the community. It streamlines the public review process by gaining community support for economic development projects and clearly establishing predictable as-of-right guidelines that eliminate time-consuming negotiations between developers and community groups on an ad hoc basis for each proposed project. The Development Policy Plan was endorsed by community-based organizations, neighborhood associations, local elected officials and business groups at a major public meeting attended by over 200 participants in the South End in March 1993. In June 1993, the BRA initiated a process to re-zone the South End based on the Development Policy Plan.

Central Artery Planning

Over the past year, the BRA participated extensively in the planning process surrounding the Central Artery Project. The Central Artery Project will produce major impacts on the City's surface. These impacts include the creation of nearly 100 acres of new parcels, including both the air rights over the depressed Central Artery as well as the connection of the Charles River Esplanade to the North End. They also include the construction of new, highway elements in the City, such as ramps behind the Boston Garden and in Chinatown, and new entrance and exit tunnel ramps in the downtown. Over the past year, the BRA has been actively involved with the Massachusetts Highway Department, other city agencies and community advisory groups to plan for the new improvements and to mitigate the impacts of the new highway structures. This planning will be accelerated over the coming year.

Research Reports In 1993

Each year the Research Department of the BRA publishes Insight Reports on: the Boston economy (annual bond report), Boston's role in the state and regional economy, Boston jobs, Boston office market, the census, tourism, retail, and the hotel market.

Additional census data reports for areas in Boston are now underway. These include census summary data for 69 small neighborhoods, police districts, 12 fire districts, and school districts as requested by city departments.

In addition, in 1993, the Research Department completed reports on each of the nine city electoral districts and census of population and housing reports for West Roxbury, Hyde Park, Roslindale, Mattapan, South Dorchester, North Dorchester, Roxbury, Jamaica Plain, Allston/Brighton, Fenway/Kenmore, South End, Back Bay/Beacon Hill, Central Boston, South Boston, Charlestown, and East Boston.

BOSTON REDEVELOPMENT AUTHORITY ONGOING PROJECTS

Major Development Projects

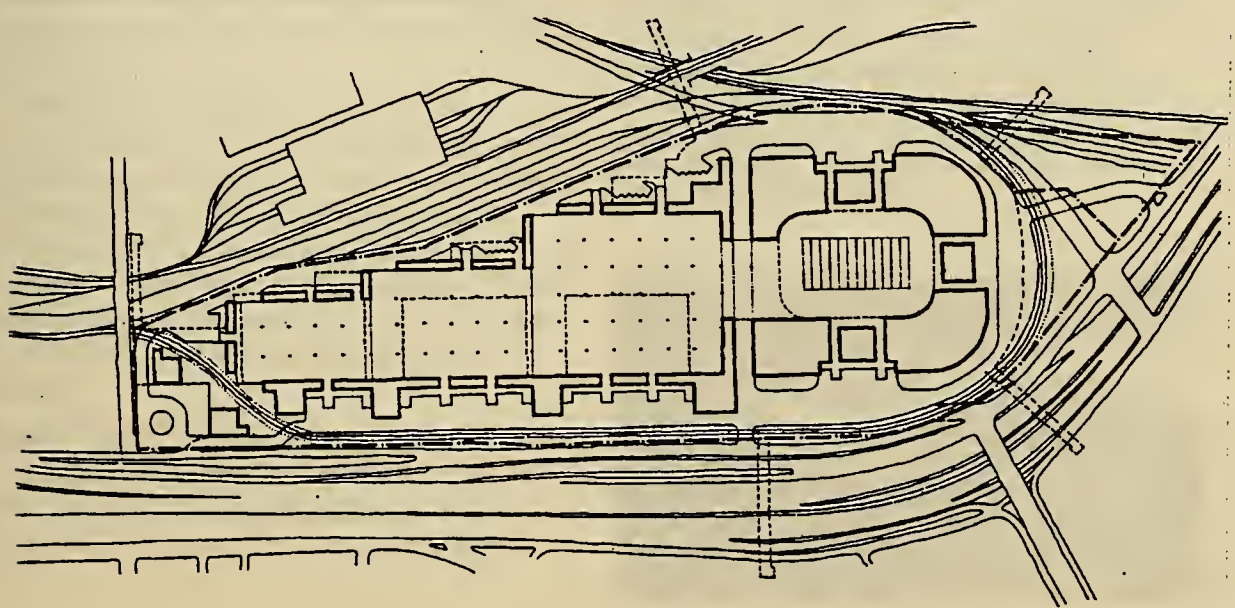
The South Bay Exhibition Center

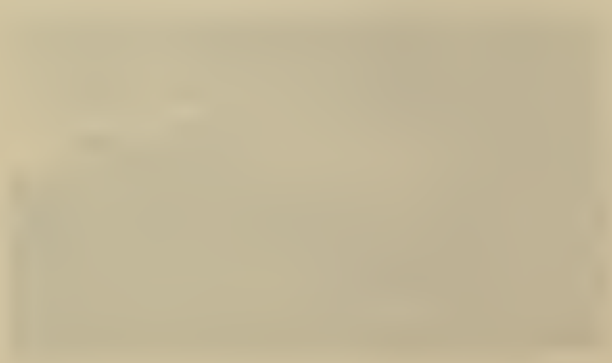
The site selection process for a new Megaplex convention and sports center has been completed with the site preferred by the BRA — South Bay — chosen by the Commonwealth of Massachusetts. The BRA has also completed economic analyses of the project and its projected impact on the region's economy. The Massachusetts Convention Center Authority has endorsed the BRA Plan and has recommended it to the Governor. BRA staff are currently working on the design of the Exhibition Center and the state is moving forward with plans to build the Center on this 52-acre site, less than one mile south of downtown Boston. It will be a mixed-use development with 650,000 square feet of exhibition space, a 70,000-seat stadium, and parking.

The new Exhibition Center will strongly enhance Boston's capacity for hosting large convention events, while the new Sports Center will improve Boston's sports capacity and strengthen a future Olympic bid. The economy will get an infusion of direct spending from sports patrons, tourists, and convention delegates, as well as indirect spending as hotels, restaurants, retailers, and other businesses increase their business spending, and as their workers' paychecks are spent. The combination of direct and indirect economic impact is estimated at $1.06 billion. The facility will attract nearly 1.2 million stadium visitors and almost 400,000 new convention visitors to Boston.

The Exhibition Center would create 530 full-time equivalent jobs. Construction jobs are estimated at 2,953. Additional jobs would be generated off-site at area hotels, restaurants, retail stores, and entertainment businesses, and in the construction of additional hotels required to service new demand from the Center.

The South Bay Exhibition Center





begun the next phase of planning for the public areas. This will involve more detailed analyses, establishing infrastructure improvement priorities, and identifying and securing funding for the public improvements.

World Trade Center/Hotel Development

The World Trade Center Hotel will contain 413 rooms and an 1,100 car parking garage. It will be located on Northern Avenue, across from the World Trade Center. The $92 million project will be both publicly and privately funded. The Boston Redevelopment Authority is playing two roles with regard to this project. It is negotiating the terms of the Section 108 Housing and Urban Development loan guarantee with the Public Facilities Department, the City agency responsible for administering HUD funds. The Boston Redevelopment Authority will also be considering changes to the 1991 Planned Development Area zoning designation approved by the BRA Board.

Custom House Tower

Since purchasing the Custom House Tower from the General Services Administration (GSA) in 1987, the Boston Redevelopment Authority has been diligently pursuing the redevelopment of this historic 495 foot tower in the heart of Downtown Boston. The original plan for the Custom House has evolved from one calling for office space to a proposal for a 340-room luxury hotel, which will be housed in the Custom House and an adjacent building, 131 State Street. The designated developer for the project, Beal Companies, has obtained commitments from Inter-Continental Hotels which will operate a variety of restaurants, bars, and meeting facilities in the hotel. The Custom House renovation will cost $100 million to complete and will create approximately 300 construction jobs and 300 new permanent jobs.

Institutional Development

Boston College Stadium Expansion

Boston College has proposed to expand the seating capacity of its 32,500 seat football stadium by 12,000 seats. In November, B.C. submitted plans for the design of the larger stadium and a traffic and parking mitigation plan to the Boston Redevelopment Authority. A hearing on the Boston College Stadium Expansion is scheduled for December 8, 1993 before the BRA Board.

Dana Farber Cancer Institute Research Building

Development review began in May for the Dana Farber Cancer Institute's new $106 million Research Building. Dana Farber proposes to construct a 266,000 square foot building for cancer and other biomedical research at 65 Deaconess Road. The project will be 194 feet in height with two bridges connecting it to an existing Dana Farber building across Deaconess Road and to the Brigham and Women's Hospital. This connection will unite the cancer research and treatment at the various nearby institutions and promote interaction between Dana Farber researchers and clinicians. Five levels of below-grade parking are planned for 261 vehicles. Dana Farber will lease part of the building to other institutions. The project will generate 896 permanent jobs and 400 construction jobs. Linkage estimates are $166,100 in job training dollars, and $830,500 in housing funds.

New England Deaconess Research Facility

With the submission of a Project Notification Form in March 1993, development review is underway for the New England Deaconess Hospital's new $125 million Research Facility. The proposed 325,000 square foot, 12-story facility will consolidate all campus research functions in one building. The new facility will serve to strengthen the hospital's focus on patient care research, enable research scientists to effectively perform dual roles as researchers and

clinicians, and help the Deaconess Hospital continue to play a leading role in providing medical care for men and women with AIDS. The project will create 185 permanent jobs over the next few years as well as generate 300 construction jobs. Linkage money will be approximately $325,000 in job training and $1,625,000 in housing funds. The project is slated to begin construction in late 1994, with completion expected in 18 to 24 months.

Boston College Student Center

Boston College is proposing a 90,000 square foot Student Center to begin construction on 1994. The proposed center was designed to address neighborhood concerns by providing attractive space that focuses student activities on campus. The building will be undergoing Article 31 development review and is consistent with Boston College's Master Plan.

Tuft University Nutrition Center

The first phase of the Tufts University Nutrition Center project will consist of a 40,000 square foot building to be used for educational and research purposes for Tufts Medical School. The building, particularly funded by the Federal government, will be constructed on the Posner lot, located on Harrison Avenue. In conjunction with the construction of the nutrition center, Tufts will build a YMCA for the Chinatown community. The YMCA project has been in the works for several years and is eagerly awaited by neighborhood residents.

Biosquare Phase II

Biosquare Phase II will include two 160,000 square foot medical/office/research buildings and a 250-room hotel comprising 166,000 square feet. The Biosquare development is significant for both the City and the South End/Lower Roxbury because it is one of the first major biomedical centers, which include an integration of medical, research, office, retail, commercial, parking, and hotel uses, under construction in Boston. In addition, in the future Biosquare will be an important new source of jobs for South End/Lower Roxbury residents. Total development costs for Phase II will be approximately $55 million.

South End Community Health Center

In June 1993, the BRA began assisting the South End Community Health Center in planning for the consolidation of their facilities on BRA Parcel RC-9 initially designated for the Helen Morton Transitional Housing proposal. The BRA also coordinated discussions between the Health Center and the local Blackstone-Franklin Neighborhood Association in an effort to gain community support for a consolidation plan in keeping with the guidelines of the South End/Lower Roxbury Development Policy Plan.

The South End Community Health Center is a full-service, non-profit primary care facility, governed by a 15 member Board of Directors who are all South End residents and clients of the Health Center's services. Since its establishment in 1969, the Health Center has grown from a small pediatric clinic into a comprehensive health center offering affordable medical care for all ages, dentistry, day care, mental care, and other services in five locations. The Health Center seeks to consolidate its services in one new facility. University Associates, as part of the BioSquare Project is working with the Health Center on long-term development strategies with the expectation that community health centers (such as the South End Community Health Center) will play an important role in the emerging new health systems being planned by the Clinton Administration. Total development costs will be $5 million.

Children's Hospital Garage

Children's Hospital proposes to replace its Blackfan Street Garage which contains 652 spaces and is structurally damaged and obsolete. Construction of the new garage is anticipated to begin in the Spring of 1994. When Children's Hospital submits the garage proposal anticipated in December 1993, the

BRA will conduct appropriate design, transportation reviews, and presentation to the appropriate neighborhood advisory groups.

CHARLESTOWN NAVY YARD

Medford Street Bypass Road

The BRA has retained consultants for engineering work for the Medford Street Bypass Road (also known as the Haul Road) to provide direct access to the Moran Container Terminal and the Charlestown Navy Yard. Medford Street currently serves as the major access road for a dense residential area of Charlestown in addition to being a primary access road for the Charlestown Navy Yard, and the container terminal. The new $9 million bypass road will divert truck, bus, container-port, and other heavy-vehicle traffic from Medford Street and allow Medford Street to function as a residential street. The bypass will also provide traffic relief at City Square by creating an alternate route to and from Sullivan Square. The Medford Street Bypass will improve the quality of life for residents abutting Medford Street and public safety around the schools, playgrounds, and open space adjacent to Medford Street. The BRA will use $500,000 in city capital funds to design the bypass road. Additional funds will be sought for construction of the road. The project will create 68 construction jobs.

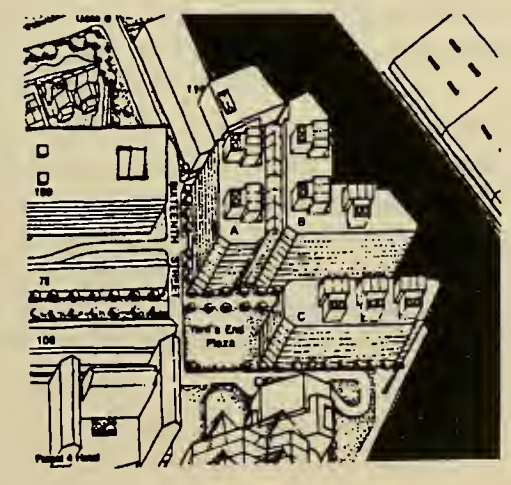
Expansion of Biotechnology

The Charlestown Navy Yard is being redeveloped with a strong focus toward creating a biomedical research park in order to capitalize on Boston's strength in the health care sector. Since the establishment of Massachusetts General Hospital's Research Facility in 1987, three biotechnology companies have located to the Navy Yard. The BRA is engaged in an ongoing effort to expand the presence of such firms at the Navy Yard. The BRA has sought environmental permits and established appropriate zoning for biomedical uses at the Navy Yard and is actively marketing the Navy Yard to biotechnology firms. A Biomedical Research Center of up to 1.1 million square feet could be built under the Master Plan program established by the BRA.

New Gate 6 and Roadways

The BRA was awarded a $1 million grant from the U.S. Economic Development Administration to build a new Gate 6 and extend Sixteenth Street. This will be supplemented with $1.3 million in funds from the City of Boston Capital Fund. Another $616,000 in capital funds will pay for the extension of First Avenue. These streets will provide access to projects at Yard's End. The new gate and roadway extension will complete the Navy Yard's transportation spine while allowing development projects to move forward with minimum traffic impacts. The project will generate 45 construction jobs. However, new development anticipated as a result of these infrastructure improvements will generate an estimated 2,000 construction jobs and 4,500 permanent jobs.

CNY Yard's End



Midtown Revitalization

The Lafayette Place Mall

The Lafayette Place Mall will lead the revitalization of lower Washington Street with a $60 million renovation. Homart Development, the retail development arm of Sears Roebuck, will redevelop the property and correct design and circulation flaws that made the mall dark and forbidding to shoppers. New entrances will be introduced to increase pedestrian activity. The redevelopment of the mall will create 540 new permanent jobs and 148 construction jobs.

Jordan Marsh and Swissotel Renovations

Encouraged by the imminent redevelopment of the Lafayette Place Mall, its neighbor, Jordan Marsh, began a renovation program that is scheduled to be completed by the end of the holiday season. Jordan Marsh's $12 million renovation will reaffirm the downtown store's prominence in the Federated Department Store's chain. This renovation will retain 1,400 permanent jobs and create 80 construction jobs. Swissotel, formerly the Lafayette Hotel, is undergoing a $20 million renovation of its rooms and hotel facilities, including the hotel's public areas, restaurants and bars, as well as a reconfiguration of its main entrance on Avenue de Lafayette for both pedestrians and autos. This hotel renovation will retain 440 permanent jobs and create 96 construction jobs.

The Hinge Block

New zoning for the Hinge Block was adopted by the Boston Zoning Commission in February 1993, paving the way for its redevelopment. The block holds great potential to stimulate the rebirth of the Midtown Cultural District, for it is conveniently located between the Theater District, the Back Bay and the Financial District. When redeveloped, the Hinge Block will serve as an important link between these areas, and also will strengthen ties between Chinatown and Midtown. Long-standing plans have focused on ways to reverse decades of under-utilization and blight in this pivotal block. Institutional, hotel, and residential uses may be appropriate for the Hinge Block. Recent efforts have focused on stabilizing property values, discouraging the expansion of adult entertainment, and encouraging the expansion of Asian businesses into the block. The historic Hayden Building was purchased by businessman David Wong and Historic Boston Inc. and is being prepared for re-use, most likely for office and retail space.

Suffolk Law School Development

Suffolk University has reached an agreement to purchase the 110 and 120 Tremont Street properties from Olympia & York for the construction of a new $50 million law school. The buildings have been vacant for four years. The new law school will increase pedestrian activity in the area and help to revitalize this portion of Tremont Street. Daytime and evening activity in the vicinity of the Law School will increase, thus encouraging use of the area's parks, open spaces, and pedestrian ways. The proposed building will be eight stories in height and contain approximately 250,000 square feet. The new law school will retain 650 permanent jobs in Boston, and create 100 new permanent jobs as well as 275 construction jobs.

Parcel 30 (former Commonwealth Center Site)

Presently a parking lot, the Parcel 30 site has been shown to retail/entertainment developers. With the recent sale and redevelopment plan for the Lafayette Mall, Parcel 30 will be an increasingly attractive site for potential development in the near future.

Emerson College

Emerson College has purchased the property at 180 Tremont Street for $2.25 million to house its School of Communications. This acquisition will add to Emerson's holdings in the district which date from 1983 and its purchase of the Majestic Theater. The School of Communications will house broadcasting,

television and film production studios. In addition, Emerson is also purchasing the Little Building on the corner of Tremont and Boylston from The Traveler's. This building will be converted into a 750 bed student dormitory. Total rehabilitation costs are estimated at $10-15 million.

Major Planning Efforts

New Zoning Plans

One of the major functions of the BRA is to complete the new zoning plans for the entire City. With an expected completion date in 1995, this will be the first comprehensive Zoning Code revision in over thirty years. As of October 1993, new zoning has been adopted for nine Neighborhood Districts, all but two of the eleven Downtown Districts, and six of seven Harborpark Districts. Interim zoning has been adopted for six neighborhoods.

In addition to the zoning plans that have been completed over the past year, the planning and zoning process is actively underway for eight areas of the City as follows:

Longwood Institutional District: The BRA is developing new zoning appropriate for institutional uses in the Longwood Medical Area to achieve a cooperative balance between the concentration of the City's world-class medical and educational institutions and the neighboring residential and commercial areas.

Mission Hill Neighborhood District: Interim zoning for the Mission Hill neighborhood was adopted in 1993. An extensive community process is underway to develop permanent zoning regulations for this neighborhood, which represents one of the major residential areas adjacent to the Longwood Medical Area.

West Roxbury Neighborhood District: The BRA expects to submit new permanent zoning to its Board in March 1994, reflecting the community review process for this area.

South End Neighborhood District: The BRA expects to submit new permanent zoning to its Board in the Spring of 1994, based on the South End/Lower Roxbury Development Policy Plan adopted this year and reflecting the community review process for this area.

Dorchester Neighborhood District: The BRA has begun planning and land use analyses and will shortly initiate the community review process for this area, which represents one of the largest neighborhoods in the city.

Mattapan/Franklin Neighborhood District: Initial planning studies have been completed, and the community review process is underway.

South Boston Neighborhood District: Initial planning studies are nearly complete for the Andrew Square and St. Vincent areas, and planning is underway for the Fort Point district. Planning and zoning analyses for the remaining areas of South Boston will begin in early 1994.

Charlestown Neighborhood District: Initial planning studies and community review are underway for the area that includes the Central Artery North Area (CANA) parcels and will expand to include comprehensive planning and community review of the entire Charlestown neighborhood north of the Charlestown Navy Yard.

Completion of Downtown Zoning

In 1994, three additional Downtown Zoning Districts are projected to be adopted: Cambridge Street South, Stuart Street, and the Financial District. The Financial District zoning has been drafted and is currently under community review.

New Edition of Zoning Code

In addition to developing new zoning, the BRA is in the process of issuing an updated edition of the existing Zoning Code. This edition will incorporate all amendments made to the Zoning Code since the last edition (1988), in order to provide the public with

more efficient access to the City's zoning regulations.

Establishment of Priority Growth Areas

One of the key objectives of the current planning and zoning process is to establish priority growth areas throughout the City where economic development should be accommodated and encouraged. Identification of these sites also provides a context and focus for targeting public resources and infrastructure improvements. Economic development in these locations is intended to provide jobs and other public benefits for Boston's residents and strengthen the neighborhood economies. Nine priority growth areas have been established thus far. Six of these already have been codified as Economic Development Areas in the Zoning Code including: Allston Landing, South Station, North Station, Ruggles Center, Dudley Square, and Charlestown Navy Yard/Yard's End. EDA zoning will be completed for Biosquare, Longwood Medical Area, and Boston State Hospital within the next year. Once identified, BRA staff have worked to attract diverse economies to these sites including biotechnology, manufacturing, medical and educational facilities, tourist industries, and environmental technologies.

Crosstown Corridor Plan and Circumferential Transit

The Crosstown or Circumferential Corridor of Boston is an area that rings the downtown, from Columbia Point, South Bay/Newmarket, the South End Medical Area, Melnea Cass Boulevard, Ruggles Center, the Longwood Medical Area, the technology centers of Cambridge, to the Charlestown Navy Yard. This area contains some of the most dynamic economic enterprises, major universities and medical research centers, and many underdeveloped sites where firms in emerging technologies could locate.

Growth in this corridor is substantially constrained by poor transportation access. The City has identified circumferential transit, which would link the radial transit system across this corridor, as vital to addressing these access issues. Over the past year the BRA, working with the Metropolitan Area Planning Council, succeeded in having circumferential transit included in the State's Program for Mass Transit (PMT), a prerequisite for proceeding with a federally financed transit project. The PMT analysis showed the project to be one of the most productive of all those analyzed. The BRA also initiated contact with the City of Cambridge on route and service planning, and worked with a Boston Society of Architects study group on initial design concepts for the project.

The BRA's objective for the coming year is to participate with the State and the cities of Cambridge, Somerville, and Chelsea in completing the feasibility study for the project and initiating environmental analysis. The BRA will focus on developing land use plans which will capture the economic development potential of the transit system, as well as neighborhood and community benefits and design issues.

Planning of Rail Connections to the Port of Boston

The Commonwealth has established a major initiative to improve the connections between the national rail freight system and major Massachusetts freight transfer points, including the Port of Boston. This initiative presents significant opportunities to identify new employment and economic enterprise opportunities in the Boston Marine Industrial Park, and in Charlestown. The BRA is working with the Executive Office of Transportation and Construction on planning for these new rail connections. The BRA's role is to integrate the rail right-of-way plans into district plans and to identify target industries and sites which could benefit from the new rail/port connections. This planning will also lead to examination of the future use of present rail facilities such as Beacon Yards at Allston Landing.

Central Artery Planning

In 1991, the BRA established Boston Plan 2000, a land use and urban design plan for the Central Artery parcels. Since that time, the BRA has been and will continue to be actively engaged in all aspects of planning for the project. Specific planning activities include:

Charlestown - The BRA participates in the designing of new parks and creating zoning and design guidelines for future air-rights development parcels.

North Station Area - The BRA was an active participant in the Bridge Design Committee which generated alternatives to Scheme Z. With the Massachusetts Highway Department's (MHD) selection of a crossing scheme, the BRA's role will involve ensuring that parkland and economic development plans for the area are protected as design proceeds on below-grade tunnels, tunnel entrances, vent structures, and viaducts.

Central Area - Three parcels in Dewey Square will be developed by the Massachusetts Horticultural Society. Over the coming year, the BRA will work with MHD and a specially convened advisory group, the Joint Development Working Group, to refine plans for all three parcels and identify a parkland ownership and management plan.

Chinatown - The BRA is working with MHD, the Massachusetts Turnpike Authority, and Chinatown representatives to secure the development benefits of the artery project, including the creation of housing sites, recreation space, and economic development sites.

South End/Newmarket - The BRA is working to ensure that the new highway and the new Massachusetts Avenue Connector support the South End neighborhood plan, recently adopted after extensive community review.

South Boston - The BRA has worked over the last year to ensure that the planning and engineering of the Seaport Access Road, South Boston Haul Road, Third Harbor Tunnel, and South Boston Transitway all adhere to the Fort Point District Plan, which was adopted with wide-spread community support. Issues for the coming year will include the alignment of New Congress Street, proposed as the main commercial street in the Fort Point District, and the protection of development parcels during highway redesign.

Allston Landing Master Plan

Allston Landing North and Allston Landing South have been established as Economic Development Areas. The purposes of the EDA's are to encourage economic growth and job creation in manufacturing, commerce, and research and development. The first phase of the Genzyme Corporation's biopharmaceutical manufacturing plant in Allston Landing North is nearing completion. Total development cost is $85 million. The project created 300 construction jobs and will provide 200 new permanent jobs. The BRA is presently in the process of developing a specific Master Plan for Allston Landing to facilitate future economic development.

Fort Point Channel Public Realm Plan

The Fort Point Channel Public Realm Plan began in the summer of 1992 through a public participation process including BRA cooperation with the Fort Point Channel Citizen's Advisory Committee, the Harborpark Advisory Committee, The Parks Department, South Boston residents, Harbor advocates, and businesses in the district. The purpose of the Plan is to establish a planning context and regulations to ensure maintenance and enhancement of the public spaces along and leading to the Fort Point Channel, and to promote use of the water's edge for public access, cultural uses, water transit, and other water dependent activities. After several months of productive and informative meetings with the public, staff are now in the process of drafting the proposed plan which should be complete for review this Spring. The Public Realm Plan will include: provisions

for setbacks from the Channel to accommodate Harborwalk; water dependent uses that will be promoted in the individual basins of the Channel; land uses that will be promoted or discouraged along the Channel; urban design guidelines including street wall heights design treatment of the public spaces, and required view corridors; open space requirements; and, recommendations for reuse of the Old Northern Avenue Bridge. The Plan also will include additions (including changes to the Harbor Line) to the Municipal Harbor Plan adopted by the state which will allow the Plan to progress. When this Plan is adopted it will be codified in conjunction with the new zoning for the Fort Point and South Boston Districts.

Industrial Development Plan/EOCD Grant

The BRA has received a $30,000 planning grant from the Executive Office of Communities and Development under the Municipal Incentives Grant Program. Funding from this grant is required to be spent on consultant services. The grant will be used to conduct an industrial land use and economic base analysis and to prepare an implementation program including development strategies and zoning for five of Boston's underutilized industrial areas. The overall objective of the study is to provide the groundwork for the expansion of manufacturing and industrial job opportunities for residents in and around the following areas:

Andrew Square

Boston Flower Market/Newmarket North

Commonwealth Flats

Dorchester Bay

Mattapan Midlands

Boston Marine Industrial Park Master Plan

The BRA and EDIC have begun working on a master plan for the Boston Marine Industrial Park which is expected to be completed by June 1994. While this master plan will facilitate implementation of industrial development in the BMIP in general, one of the primary purposes of the plan is also to satisfy the requirements of the Department of Environmental Protection. Without this plan no non-water dependent industrial or manufacturing development will be permitted by DEP.

Consolidated Development Review / Article 80

In an effort to streamline the development review process while maintaining adequate community participation, urban design quality, and environmental protection, the BRA has drafted a proposed new Article 80 to the zoning code. Article 80 differentiates between and institutes a review process for large scale and small scale development projects in the Downtown and the Neighborhoods. It provides clear and unified development review requirements that apply citywide. The new Article 80 would replace Article 31 and combine the nine existing separate zoning articles that deal with project review. The substance of these articles has been retained, while redundancies have been eliminated and the prices streamlined. Timelines for review have been clearly established. The proposed Article 80 also establishes uniform Institutional Master Plan (IMP) requirements that will apply wherever an IMP is required. Article 80 is currently under internal review and will be presented for public review in the near future.

Federal Empowerment Zones and Enterprise Communities and State Economic Opportunity Areas

Both the Commonwealth of Massachusetts and the Federal government have adopted legislation establishing programs whereby special tax incentives and public investment grants are directed in a concentrated way to designated geographic areas. The State terms these areas Economic Opportunity Areas. The Federal program establishes Empowerment Zones which have an extensive set of benefits (only six will be designated in urban areas throughout the U.S.), and Enterprise Communities which will be

established in 65 urban areas in the U.S. and will be eligible for fewer benefits. The City of Boston should pursue these incentive programs and establish an area that would meet the eligibility criteria and further the economic development and job creation goals of the City. The same area could be proposed for both the state and federal programs in order to concentrate the maximum available benefits and thus deploy the most effective use of public resources.

South End/Lower Roxbury Open Space Land Trust

In June, 1993, the BRA conveyed ownership of the Berkeley Community Garden to the South End/Lower Roxbury Open Space Land Trust.

Boston's first neighborhood open space land trust, the South End/Lower Roxbury Open Space Land Trust, Inc., was formed in 1990. It is one of only a handful of urban open space land trusts in the nation. In 1991, the Land Trust assumed ownership of six gardens and two small parks from the Boston Redevelopment Authority. Dedicated to providing quality open space and community gardening opportunities to residents of boston's South End and Lower Roxbury neighborhoods, the community determined the Land Trust to be the most appropriate long-term owner of the Berkeley Garden.

Today the Land Trust includes over 200 gardens plots representing the South End's ethnic, racial, and economic diversity and a community meeting space for use by neighborhood residents. In recent years the Berkeley Garden has attracted national attention on CBS news, received the Massachusetts Horticulture Society's prestigious Community Gardening award, and been the feature of numerous newspaper and magazine stories. With funding from the City of Boston's Public Facilities Department's Grassroots Program, major capital improvements were completed.

Longwood Medical Area Master Plan:

Under a directive issued by the BRA Board, Authority Staff are working with the Medical Area Service Corporation Organization and residents of the Mission Hill and Fenway communities to create a District Plan that will articulate a rational concept to manage future institutional expansion, strengthen the economies of the two residential communities, and protect and enhance the physical environment of the Longwood Medical Area.

Housing Development

Lewis Mall

The Lewis Mall housing project in East Boston will contain 47 low-income, frail elderly housing units. Nearly half of the units will be handicapped accessible. As a building for the elderly, it will provide space for on-site services and activities, including adult day care, a social services room, and a medical examination area. The proposed 30,000 square foot development will be designed to respect the existing structures along Lewis Mall. The total development cost will be approximately $4 million. Construction is estimated to begin in the first quarter 1994.

Roxbury Infill Development

Nuestra Comunidad (Nuestra), as partner in the Infill Collaborative, is completing the Infill development project. In total, the Infill housing project represents the creation of 112 units of housing in buildings scattered in Lower Roxbury, Roxbury, and North Dorchester. Nuestra's Infill development project will complete the remaining 20 units in 4 separate buildings located in the Washington Park Urban Renewal Area. The project involves the creation of 20 two- and three-bedroom rental apartments available to households making 60% or less of the Boston PMSA. The total development cost is estimated at $2,200,000.

New England Shelter for Homeless Veterans

Renovation of the former Veterans Health Clinic on Court Street is planned for a multi service center serving the needs of Veterans. The redevelopment of this 11 story building will result in the provision of a 250 bed homeless shelter, 60 Single Room Occupancy units, and 15,000 square feet of counselling program and administrative space. The total development cost is $12 million including a $4 million Federal Grant and a $1 million low interest City loan.

Habitat for Humanity

Habitat for Humanity is rehabilitating one of the remaining "Infill" buildings into homeownership opportunities for four low income families. The development, located at 25 Dale Street in Roxbury, will result in the rehabilitation of a vacant, deteriorated building. Habitat has a successful track record for developing homeownership opportunities for low income families in Boston.

YouthBuild Boston

The BRA granted tentative designation to YouthBuild to redevelop 1900 Washington Street, a 11,000 square foot, five-story brick building and an adjacent lot, for 10 single room occupancy units, office space, and off-street parking. The Neighborhood Housing Trust awarded the project $175,000 from linkage funds toward a total development cost of $800,000. YouthBuild Boston teaches construction skills to unemployed young adults and helps them earn diplomas. The 1900 Washington Street property affords YouthBuild the opportunity to meet the housing needs of YouthBuild trainees and provides meeting space for the YouthBuild Alumni Association. The project will create 20 construction jobs and 5 permanent jobs.

MAJOR BARRIERS

Agency Financing

In fiscal year 1986, the BRA received $5.8 million from the City to fund operating expenses. This was reduced to $3.1 million in 1987 and eliminated altogether in fiscal year 1988, the first year in which no revenue was received from the City for operating expenses. The BRA relied on its real estate inventory to provide funds for operations. When the real estate market subsided, revenues declined and the BRA responded by decreasing its operating budget. Downsizing and restructuring programs were implemented and as a result the 1994 operating budget of $12.8 million will reflect a reduction of $9 million or a 41 percent decrease from 1988.

With the decline in revenues, the BRA continues to monitor its operating expenses, but more importantly, the BRA must secure a dedicated funding source to offset the uncertainty of the real estate market. This new source of revenue will ensure the BRA's ability to expand the City's economic base, revitalize the neighborhoods, and increase job opportunities for City residents. A new source of revenue could be provided by the restructuring of the City's economic development agencies as recommended by the Walsh Commission. In addition, foreclosed properties and viable properties being held by the Real Property and Public Facilities Departments could be transferred to the BRA for development. This would provide the City with new tax revenue, create jobs and housing, and provide the BRA with disposition revenue.

City/State Development Coordination

Certain regulations of the Commonwealth of Massachusetts are creating obstacles to economic development which are particularly burdensome for waterfront projects. The state's Waterways Regulations implementing M.G.L. Chapter 91 are administered by the Department of Environmental Protection (DEP). These regulations, which cover a substantial portion of the Boston waterfront in downtown and Fort Point Channel/South Boston, have a negative effect on economic development in the City in three ways. First, the regulations are inappropriately restrictive for an urban waterfront and contrary to promoting well-balanced economic development. Second, the permitting process is extremely costly and time-consuming and has delayed projects to the point of preventing them altogether. Third, the geographic jurisdiction covers far more than what can reasonably be considered waterfront, including, for example, South Station.

Moreover, other state agencies also have jurisdiction in the permitting of these projects, including the MEPA office of the Executive Office of Environmental Affairs and the Office of Coastal Zone Management. These reviews often overlap with little coordination among them. While the BRA has been working with the state and developers at the administrative level to overcome these problems, legislative changes

could be pursued. Specifically, legislation could establish an appropriate jurisdictional boundary for the waterfront, incorporate changes to reflect the urban character of Boston, and include allowances for needed flexibility.

Central Artery Air Rights

The Massachusetts Highway Department (MHD) intends to surplus the 22 parcels which constitute the air rights over the Central Artery. Zoning is in place controlling the use of these parcels. However, no process has been established by which MHD, the state's Division of Capital Planning and Operations, and the BRA will surplus the properties and seek developers for the development sites; identify ownership, construction, and maintenance responsibilities for the open space parcels; or agree to the treatment of the parcels that will contain the on- and off-ramps. While the parcels may not be available for up to ten years, these responsibilities should be identified to ensure that the design of the highway can accommodate anticipated open space and building construction and that operating expenses are incorporated into the appropriate budgets.

Custom House Redevelopment

The Custom House, owned by the BRA, is to be renovated by the Beal Companies in conjunction with the Board of Trade Building at 131 State Street as a 340 room luxury hotel operated by Inter-Continental Hotels. Total development cost is expected to exceed $100 million. A serious obstacle to this redevelopment is the terms of disposition with the U.S. General Services Administration. These terms set forth a purchase price of $11 million, of which the BRA has paid approximately $4 million. Given the BRA's current financial position and the serious burden this debt places on a financially precarious development proposal, assistance is needed in restructuring the BRA's note and future financial obligations.

Boston State Hospital

The former Boston State Hospital site in Mattapan represents a significant economic development opportunity within the City of Boston. This 175-acre site is the largest undeveloped property remaining in Boston. Boston's Economic Development and Industrial Corporation (EDIC), the BRA, and the Lena Park Community Development Corporation have entered into a partnership to redevelop the site. The partnership submitted a proposal to the Commonwealth of Massachusetts for a $250 million, 1.5 million square foot development. Two major unresolved issues exist with respect to the site's redevelopment. The first is a lack of consensus in the state legislature around the disposition and use of the property. Legislative approval is required under Chapter 7 of the Massachusetts General Laws. The second is the high cost of infrastructure improvements, currently estimated at between $20 and $25 million. A Request for Proposals has been issued by EDIC for a civil engineering study and cost analysis of necessary infrastructure improvements.

Neighborhood Housing Trust

The seven-member Neighborhood Housing Trust is responsible for awarding linkage funds to housing developments. There are upcoming term expirations on the Trust. The five mayoral appointee seats will expire on January 14, 1994. (Of these, one seat is currently vacant which was held by Francis O'Brien who died in 1993.) The other mayoral appointees are Larry Dwyer, John Connolly, Marlena Richardson and Victoria Williams. The City Council President's appointee is currently Brian McLaughlin. In addition, the City's Collector/Treasurer serves as the managing trustee and as a voting ex officio member.

A number of proposals currently before the Neighborhood Housing Trust require action, including The New England Veteran's Shelter, BioSquare's Coalition to End Elder Homelessness, Roxbury Action Program, Casa Esperanza, and Nuestra Comunidad's Boston Coop Housing Initiative. Finally, a number of administrative matters require attention.

Single Family Initiative

The Single Family Initiative is a program directed toward expanding home-ownership opportunities. It is in the conceptual stages and could be established in the near future. The goals of the program are to increase the supply of single family homes, promote stronger and safer neighborhoods, restore City-owned properties to the tax rolls, expand the City's tax base, and afford individuals an opportunity to build their own homes with adequate open space. Six sites have been identified. Attention should be focused on attracting smaller development enterprises to compete for the sites, construct the homes, and secure home buyers. With the exception of reduced land costs, no other City funds would be required to build these homes.

Transfer of CNY Water and Sewer Facilities to BWSC

The Charlestown Navy Yard is one of the City's priority redevelopment projects. The BRA has overseen the construction of the Yard's public streets, water, sewer, and drain facilities. These public streets and the water and sewer system must, however, be transferred to the appropriate agencies. In order to accomplish that transfer, in 1991 the BRA petitioned the City's Public Improvement Commission (PIC) to accept certain streets within the Navy Yard. The PIC had no objections to the dedication of the streets as public ways, but instructed the BRA to work with the Boston Water and Sewer Commission (BW&SC) to resolve the transfer of the water and sewer system first and then to return to the PIC for action on the public ways.

To date however, the transfer of the water and sewer facilities remains unresolved and is the sole impediment to concluding the laying-out of the remaining streets and the taking of an easement for public highway purposes in such streets by PIC. In November 1993, the BRA notified the BWSC that it intends to petition the PIC to

reopen discussion and transfer the streets at its first scheduled meeting in March 1994. Significant development has been planned for the Navy Yard and the continued delay in transferring public facilities is an impediment to realizing this economic growth. Among the investors and firms interested in Navy Yard sites are: Amgen Inc., Spaulding Hospital and Design Continuum. The support, assistance and intervention of the administration is welcomed and may be required to resolve this matter.

AUDITS AND STUDIES

Audits for each of the past three years are provided under separate cover. They did not contain significant findings or recommendations.

PAID CONSULTANTS/CONTRACTORS

Bryant Associates - Charlestown Streets
Charles General Contractors, Inc.
Childs Engineering - Pier 4/CNY
Coopers & Lybrand
Daniel Dennis & Co.
Fleming Bros., Inc.
Green International Affiliates
The Halvorson Company - Ruggles Center
McGinley, Hart & Associates
Middlesex Corp.
George Morrison - Job Training for Greater Roxbury Minority Residents
N.E. Chain Link Fence Co., Inc.
Northeast Security, Inc.
Rizzo Associates - CNY/Gate 6
St. Paul Mercury Ins. Co.
Schapiro, Hays & Roddy
Smith, Dawson, Andrews - Federal funding matters
Stull and Lee - Dudley Square Master Plan.
Vanasse/Hangen Brustlin, Inc. - Medford St. By-Pass Rd.

The BRA is not currently receiving Pro Bono consultant services.

CITIZEN/NEIGHBORHOOD AND COMMUNITY GROUPS

All Saints Lutheran Church - Reverend Vernon Carter
Allston Brighton CDC
Allston Civic Association
Andrew's Square Civic Association
Ashmont Civic Association
Asian Community Development Corporation - Anna Yee, President
Back Bay Neighborhood Association
Beacon Hill Civic Association
Bethel Pentecostal Tabernacle - Reverend Thomas J. Weeks
BioSquare (SETSA) Project - Project Advisory Committee, including neighborhood people from the South End and Lower Roxbury Associations
Blackstone Franklin Neighborhood Association - Randi Lathrop, President
Boston Archdiocese - Planning Office for Urban Affairs, Inc. - Father Michael Groden
Boston Chinese Evangelical Church - Reverend Stephen Chin
Boston College Community Task Force
Boston Edison
Boston Gas
Boston Harbor Associates
Boston Natural Areas Fund
Boston Preservation Alliance - Susan Parks, President
Boston Society of Architects
Boston Society of Landscape Architects
Boston University Task Force
Boston Urban Gardners - Mike Immel
Bradford Street Organization - Stacia Talberth, President
Bricklayers and Carpenters Development Corporation - Tom McIntyre
Brighton Allston Improvement Association
Business Street/River Street Committee - George Perry, Chairman
Cambridge Street Advisory Committee
Casa Esperanza - Ricardo Quiroga, Executive Director
Castle Square Tenant Association - Deborah Backus, President
Cathedral Tenants United - Ruth Barkley and Ann Rivera
CDC of Boston - Marvin Gilmore, Executive Director
Cedar Grove Civic Association
Charles Street AME Church - Reverend Mickarl D. Thomas
Charlestown Neighborhood Council - Peter Looney, President
Chester Square Neighborhood Association - Lloyd Fallion, President
Childrens' Services of Roxbury, Inc. - Richard Richardson, Executive Director
Chinatown/South Cove Neighborhood Council - William Moy, Co-Chairman
Robert Green, Co-Chairman
Chinese Consolidation Benevolent Association - Paul Wong, President
Chinese Economic Development Corporation - Bing Wong, President

Church of Christ in Roxbury - Reverend
Church of United Community - Reverend Graylan S. Ellis-Hagler
Circle/Reservoir Citizens Association
City Year
Clam Point Neighborhood Association
Claremont Neighborhood Association - Frank Jordan, President
Columbia/Adams Civic Association
Columbia Savin Hill Civic Association
Columbus Avenue AME Zion Church - Reverend Warren E. Brown
Concord Baptist Church - Reverend Conley Hughes, Jr.
Contractor's Association of Boston
Cosmopolitan Neighborhood Association - Carla Nelson, President
Dorchester Allied Neighborhood Association
Dorchester Avenue Taxpayers Association
Dorchester Bay Community Development Corporation - David Knowles, Executive Director
Dover Neighborhood Association - Tom Dimieri, President
Downtown Crossing Association
Downtown North Association, Inc.
Downtown Waterfront Neighborhood Association
Dudley Square Merchants Association
Dudley Square Task Force
Dudley Street Neighborhood Housing Initiative - Rogelio Whittington, Executive Director
East Boston Community Development Corporation - Al Caldarelli
East Boston Neighborhood Association
East Brookline Neighborhood Association - Mr. Ron Blanchard, President
Ebenezer Baptist Church - Reverend Curtis Jones
Eight Streets Neighborhood Association - Mr. Bill Amidon, President
Eliot Congregational Church - Pastor Dr. Ozzie Edwards
Ellis Neighborhood Association - Cathy Gardiner, Chairperson, Joe Parks, President
Fenway Working Group
Fields Corner Civic Association
Fields Corner Community Development Corporation
First Church of God in Boston - Reverend Tony Bethel
Five Streets Neighborhood Association
Fort Point Channel CAC
Four Corners Neighborhood Association - Jeannette Boone, President
Four Squares Neighborhood Association - Philip Dignon, President
Freeport/Adams Neighborhood Association
Freeport/Adams Civic Association
Friends of the Common and Garden
Garrison Trotter Neighborhood Association
General Services Administration

Good Shepherd Church of God in Christ - Reverend Samuel B. Hogan
Greater Roxbury Workers Association
Greek Orthodox Church of Saint John the Baptist - Trustee: Arthur Collias
Greenspace Alliance
Grove Hall Business Association
Habitat for Humanity - Tom Caffrey, Executive Director
Harborpark Advisory Committee
Healthy Boston - Adalberto Teixeria
Highland Park Planning & Zoning Advisory Committee - Dorothy Barry, Co-Chairperson
Highland Park Association - James Cox, President
Hispanic Community Church of Boston - Reverend Pablo Diaz
Historic Boston Inc.
Hyde Park Board of Trade - Fred Burke, President
Inquilinos Boricuas En Accion (IBA) - Clara Garcia, Director
Jamaica Plain Development Corporation
Jamaica Plain Neighborhood Council
Jamaica Plain Planning & Zoning Advisory Committee
Jamaica Hills Civic Association - Polly Selkoe, President
Joint Development Committee for Highland Park
La Alianza Hispana - Luis Prado, Executive Director
Lena Park Community Development Corporation - Dr. Nathan Allen, Executive Director
Log School Settlement House - Joseph Carpineto, Director
Lower Mills Civic Association
Lower Roxbury Neighborhood Group
LUCK
MASCO (Medical Area Service Corporation)
Massachusetts Association of Community Development Corporations - Pat Libby
Massachusetts Audubon Society
Massachusetts Historical Society
Massachusetts Horticultural Society
Massachusetts League of Community Health Centers - James Hunt, Executive Director
Mattapan Board of Trade
Mattapan Zoning Advisory Committee
Mayor's South End/Lower Roxbury Working Group
Meeting House Hill Civic Association
Midtown Cultural Civic and Business Alliance
Midtown - Park Plaza Neighborhood Association
Midtown Cultural District Task Force
Minority Developers Association - Daniel Cruz, President
Mission Hill Neighborhood Housing Services - James Hoffman, Director
Mission Hill Planning & Zoning Advisory Committee
Morley Street Association - Steven Farrell, President

Moss Hill Civic Association
Mount Calvary Holy Church of America - Reverend Nellie Yarborough, M.A.
Move Massachusetts
Newbury Street League
New England Telephone
New Federal Courthouse Steering Committee
Newmarket Businessmen's Association - Jim Webster, President
North Area Task Force
North End Neighborhood Association
North End Neighborhood Council
North End/Waterfront Neighborhood Council
Nuestra Comunidad Development Corporation - Evelyn Friedman Vargas, Director
Oficina Hispana - Jaime Talero, Executive Director
Old West End Housing Corporation - James Campano, Director
Parcel 18 Task Force
People's Baptist Church - Reverend Wesley Roberts
Pilot Block Neighborhood Association - Judy Kennedy, President
Pine Street Inn - Richard Ring, Executive Director
Pondside Neighborhood Association
Roxbury Neighborhood Council - Joice Burwell, President
Rutland Street Neighborhood Association
St. Cyprian's Episcopal Church - Reverend Henderson Brome
St. Elizabeth's Hospital Community Task Force
St. Philip Parish House - Reverend William T. Leonard
St. Vincent's Neighborhood Group
Saint John Missionary Baptist Church - Reverend Kelly
Shawmut Avenue Neighborhood Association - John deRedon, President
Sobriety Treatment, Education and Prevention, Inc. - Karen Wakefield, Program Director
South Boston Board of Trade
South Boston Citizens Association
South Boston Public Action Committee
South Boston Residents Group
South End Community Health Center - Tristan Blake, Executive Director
South End Historical Society - Authur Howe President, Susan Parks Treasurer
South End/Lower Roxbury Community Land Trust - Nancy Kafka and Betsy Johnson
South End/Lower Roxbury Housing and Planning Coalition - Pat Cusick, President
South End Neighborhood Action Program - Pat Cusick, Executive Director
South End Neighborhood Church of Emmanuel - Pastor Reverend Neal Armandt
Sunnyside Civic Associate - Elizabeth Huber, Secretary
Tenants Development Corporation - Girma Belay, Executive Director
Tent City Task Force

The Community Builders - Peter Munkenbeck, Director
Triangle Civic Association
Twelfth Baptist Church - Dr. Michael E. Haynes
Union Park Street Neighborhood Association - Glady DeCosta
United Neighbors of Lower Roxbury - Boyce Slayman, President, Jim Davis, President
United South End Settlements - Frieda Garcia, Director
Urban Edge - Mosik Hacobian, Executive Director
Veteran's Benefits Clearinghouse - Ralph Cooper, Executive Director
Vinfen - Sheldon Bycoff, Executive Director
Washington Heights Citizens Association
Washington Street Businessmen's Association
Waterfront Residents Association
West Concord Homeowners Association - David Parker, President
West Roxbury Neighborhood Council
Worcester Square Area Neighborhood Association - Ron Blanchard, President
YouthBuild - Jackie Gelb, Executive Director

CITY GOVERNMENTAL COLLABORATORS

Architectural Commissions
Arts and Humanities
Assessing Department
Back Bay Architectural Commission
Boston Civic Design Commission
Boston Fire Department
Boston Industrial Development Finance Agency
Boston Landmarks Commission
Boston Municipal Police
Boston Police Department
Boston Transportation Department
Boston Water and Sewer Commission
Capital Planning Department
City Councilor Members
City Hall Security
Code Enforcement
Conservation Commission
Department of Public Works
Economic Development and Industrial Corporation
Environmental Department
Inspectional Services Department
Law Department
Mayor's Office of Neighborhood Services
Mayor's 24-Hour Service
Neighborhood Housing Trust
Parks and Recreation Department
Public Facilities Department
Public Improvements Commission
Public Works Department
Real Property Department
School Department
Zoning Board of Appeals
Zoning Commission

STATE GOVERNMENTAL COLLABORATORS

Central Artery/Tunnel Project
Division of Capital Planning and Operations
Executive Office of Communities and Development
Executive Office of Economic Affairs
Executive Office of Environmental Management
Executive Office of Transportation and Construction
Massachusetts Bay Transportation Authority
Massachusetts Community Economic Development Assistance Corporation
Massachusetts Department Coastal Zone Management
Massachusetts Department of Environmental Protection
Massachusetts Governmental Land Bank
Massachusetts Highway Department
Massachusetts Historic Commission
Massachusetts Housing Finance Agency
Massachusetts Housing Partnership
Massachusetts Industrial Development Finance Agency
Massachusetts Turnpike Authority
Suffolk County Registry of Deeds
State Representatives and Senators

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FEDERAL GOVERNMENTAL COLLABORATORS

Department of Commerce, Economic Development Administration
Department of Housing and Urban Development
Department of Labor
General Service Administration
National Park Service
United States Representatives and Senators

Other major collaborators are identified in section 9B: Citizen/Neighborhood and Community Groups